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NOMIC OPPORTUNITY COUNCIL
OF SAN FRANCISCO, INC.

ALYSIS OF CITY PROGRAMS
VITH SIGNIFICANT IMPACT
ON THE POOR

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# ECONOMIC OPPORTUNITY COUNCIL OF SAN FRANCISCO, INC.

# ANALYSIS OF CITY PROGRAMS WITH SIGNIFICANT IMPACT ON THE POOR

May 1971

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ECONOMIC OPPORTUNITY COUNCIL
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# I - INTRODUCTION

# I - INTRODUCTION

As a result of certain conditions attached to a grant to the Economic Opportunity Council of San Francisco, Inc. (EOC) by the Western Region-Office of Economic Opportunity (WROEO), the EOC Board of Directors approved in principle the district council concept in September 1970. Since that time, the EOC staff, with assistance from Cresap, McCormick and Paget Inc. (CMP), has concentrated on evolving the concept into a workable model ready for installation. This chapter summarizes the background and purpose of the one element of this assistance, the scope of this report, the approach employed, and the arrangement of this report.

## BACKGROUND AND PURPOSE OF ANALYSIS

In early October 1970, it became apparent that, in order to ascertain which public agencies should and would participate on district councils, it would be necessary to establish which agencies' activities had a significant impact on the poor. No such inventory of agencies' activities did, or does, exist. It was also necessary to introduce heads of public agencies to the district council concept and to get their reactions to and suggestions concerning the concept. These meetings became commonly referred to as the "sweep" through City Hall. As part of the extension of CMP's contract with EOC, it was agreed that CMP would participate in and analyze the results of meetings with public agency heads, and attempt to inventory agency-operated programs to determine and recommend which agencies should participate on district councils.

## SCOPE OF ANALYSIS

In preparation for the "sweep" through City Hall, the consultants met often with one EOC Board member, Mr. Revels Cayton, who had generously offered his assistance in regard to the "sweep." In consultation with Mr. Cayton and the EOC Executive Director, it was determined that the following public agencies were the appropriate agencies to be contacted because of their likely relevance to district councils:

- Art Commission

- Board of Education

- Chief Administrative Officer
- City Planning Commission
- Civil Service Commission
- Department of Public Health
- Department of Social Services
- Fire Department
- Housing Authority
- Human Rights Commission
- Library Commission
- Police Department
- Public Utilities Commission
- Recreation and Park Department
- Redevelopment Agency.

The scope of this analysis has been limited to the meetings with top officials of the public agencies listed above and to information and publications obtained about these public agencies.

## APPROACH

The work was carried out in the following steps:

1. Members of the EOC Board and staff were consulted to determine which public agencies should be contacted.

2. Documents and charts summarizing the district council concept were prepared for the meetings with public officials.

3. Background material on the public agencies, particularly annual reports and the City budget, was carefully reviewed to gain an overall perspective of the agencies.

4. Initial meetings were conducted with key officials of the 15 agencies; at these meetings, the district council concept was presented and discussed.

5. Return visits and telephone calls to many public agencies were made to obtain or to verify information.

6. Findings were prepared and recommendations were developed as to which public agencies should participate on district councils.

7. The recommendations were reviewed with EOC Board members and staff to permit timely progress in establishing district councils.

8. Finally, this report was written to summarize the fact-finding and analysis that were performed during this study and to formally present recommendations on how the public agencies should relate to the district councils.

## ARRANGEMENT OF THIS REPORT

This report is divided into three chapters as follows:

I - Introduction - (this chapter)

II - Findings - which describes the activities and budgets of the public agencies surveyed and general reactions to the district council concept.

III - Recommendations - which presents specific recommendations as to how each public agency surveyed should relate to district councils.

# II - FINDINGS

## II - FINDINGS

This chapter presents the findings which resulted from interviews with key public agency officials and from relevant City and agency documents such as annual reports and budgets. Each agency contacted is discussed separately, with the exception of the Chief Administrative Officer whose functions do not include program operations.

Three aspects of the data presented should be noted. First, it is a policy of CMP that all interviews are confidential and, therefore, only general statements concerning the reactions of public officials to the district council concept can be presented. Second, because of the budgeting system used by most City agencies, many of the dollar figures contained in this report are approximations made by agency personnel or are based on assumptions which may not be entirely accurate. In this connection, it is clear that a programmatic orientation of budgeting must become far more widespread if City officials and citizens are to have a rapid and authoritative view of programmatic impact across the entire range of City operations.

Finally, the agencies surveyed often were able to provide CMP with documents or reports which described certain programs operated. When this material was sufficiently succinct and relevant to this report, the description provided by the agency has been inserted verbatim or with only minor editing changes.

At the outset, it should be stated that the district council concept was favorably received by the top officials of each agency contacted. Most agencies were enthusiastic about the concept and viewed the district councils as a positive and constructive innovation. The only reservation encountered during these discussions concerned potential internal problems which could develop. In some instances, for example, there was concern that the basic orientation of an agency's organization might not mate well with the inherent geographic orientation of district councils. Also, a few agencies were concerned over whether sufficient appropriate staff could be made available for participation on district councils. By and large, these concerns have been resolved.

Exhibit II-1 summarizes the areas of programmatic activity by governmental agency. The programmatic areas are those which may have a significant impact on the poor. In this exhibit two degrees of of activity are shown - primary activity (P) and secondary activity (S).

## AREAS OF PROGRAMMATIC ACTIVITY BY GOVERNMENTAL AGENCY

| Governmental Agency | Programmatic Activity | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Law Enforcement | Fire Protection | Physical Health | Mental Health | Education | Libraries | The Arts | Community Planning | Housing | Job Opportunities | Consumer Protection | Financial Assistance | Recreation | Senior Citizens | Youth |
| Art Commission | | | | | | | P | | | | | | S | | |
| Board of Education | | | | | P | | | | | S | | | | | S |
| City Planning Commission | | | | | | | | P | S | | | | | | |
| Civil Service Commission | | | | | S | | | | | P | | | | | S |
| Dept. of Public Health | | | P | P | S | | | | | S | | | | S | S |
| Dept. of Social Services | | | S | S | | | | | S | S | | P | | S | S |
| Fire Department | | P | | | S | | | | | S | | | | | S |
| Housing Authority | | | | | | | | S | P | S | S | | | S | |
| Human Rights Commission | | | | | S | | | S | P | P | P | | | S | S |
| Library Commission | | | | | S | P | S | | | S | | | | S | S |
| Police Department | P | | | | | | | | | S | | | | | S |
| Public Utilities Commission | | | | | | | | | | S | | | | S | S |
| Recreation and Park Dept. | | | | | | | | | S | | | | P | S | S |
| Redevelopment Agency | | | | | | | S | P | P | S | | | S | S | |

P = Primary activity
S = Secondary activity

EXHIBIT II-1

For example, the Police Department's primary function is law enforcement (P), but the Department also has a job opportunities program (S) and operates the Police Athletic League for youth (S). In some instances, a primary activity is not shown because it does not involve the poor population of the City any more significantly than it does the nonpoor community. For example, the Public Utilities Commission's primary function is supplying transportation, power and water, but it is secondarily involved in job opportunity programs for youth. Because of the lack of a program, planning and budgeting system in the City departments, it is impossible to allocate dollar amounts to the various programmatic areas by agency. However, where figures for specific programs are available, they are included in this chapter in the text which discusses the program.

The consultants are extremely appreciative of the time made available and the efforts extended by all those involved in this project. This spirit of cooperation, particularly that demonstrated by extremely busy public officials, contributed greatly to this project.

## A - ART COMMISSION

"The Art Commission as a cultural agency of City government functions in two distinct areas. In one, it has a supervisorial function and serves as an aesthetic warden or arbiter in matters of new public construction or monumental art acquisitions. On the other hand, it is a programmatic agency - conducting and establishing such activities as will enhance the cultural life of the community.

As an 'approving' agency, it criticizes, appreciates, cajoles and encourages architects to strive for a higher level of design quality in public architecture. It serves as an aesthetic watchdog for the community. This particular function of the Commission is free of cost to the City and is a major contribution to our welfare by the professional members of the Commission.

As a 'program' agency, the Art Commission is dependent upon the annual City appropriation as well as private grants to determine the extent, character, and quality of programs and events which it may conduct or present." Although the programs operated by the Art Commission are oriented to all the citizens of San Francisco, one program has a particularly significant impact on the poor.

### NEIGHBORHOOD ARTS PROGRAM

The purpose of the Neighborhood Arts Program (NAP) is to assist in the growth and development of art expression in various neighborhoods of the City.

#### Level Of Activity

During fiscal year 1968-69, the NAP conducted 445 events throughout the City. These activities included serving 111 groups and involved an overall attendance of approximately 400,000 residents. The details of these activities are shown in Exhibit II-2.

Much of the NAP effort is devoted to the direct sponsorship of art workshops and to giving assistance to ongoing workshops. The NAP directly sponsors workshops in the following areas of the City:

- Richmond-Sunset-Marina
- Mission
- North Beach - Chinatown
- Western Addition.

## NEIGHBORHOOD ARTS PROGRAM: 1968-69 LEVEL OF ACTIVITY

| Neighborhood | Number Of Events Presented And Serviced |
|---|---|
| Bernal Heights | 17 |
| Mission/Excelsior/Outer Mission | 71 |
| Western Addition | 46 |
| Civic Center | 37 |
| Sunset | 32 |
| Chinatown/North Beach | 49 |
| South of Market | 16 |
| Visitacion Valley/Sunnydale | 7 |
| Richmond | 14 |
| Potrero Hill | 59 |
| Ingleside | 10 |
| Hunters Point | 16 |
| Haight Ashbury | 28 |
| Marina/Pacific Heights | 3 |
| Union Square/Downtown | 9 |
| Eureka Valley/Noe/Castro | 5 |
| Special Events (includes Golden Gate Park, special theaters for City-wide events) | 26 |
| Total number of events | 445 |
| Number of organizations served | 111 |
| Number of facilities used (parks, theaters, libraries, etc.) | 110 |
| Number of ethnic organizations (cooperated with in the presentation of programs) | 36 |
| Estimated total attendance | 400,000 |

Source: 1968-69 annual report, San Francisco Art Commission.

In addition, NAP offers the following services free of charge to community organizations:

- An equipment loan service for any art function
- A poster and flyer mimeographing and layout service to publicize art functions
- A publicity service including the preparation and distribution of press releases
- A contact service to secure donated or discounted supplies, space or assistance.

Level Of Funding

In fiscal year 1968-69, the Neighborhood Arts Program had a total funding of $166,208; of this amount, $52,000 was provided by private sources.

The NAP staff consists of 18 employees, 15 of which are part-time. Four of the employees work as organizers and are located in the Western Addition, Mission, North Beach-Chinatown, and Sunset-Richmond-Marina. Each of these organizers has a budget of $225 per month to meet all program expenditures within their districts.

Citizen Participation

The NAP encourages the involvement of as many people as possible in its programs, but has no City-wide or neighborhood advisory groups other than the Art Commission itself. The NAP does, however, have organizers on its staff whose responsibility includes direct work with the residents of their districts.

## B - BOARD OF EDUCATION

The San Francisco Board of Education, consisting of seven Commissioners, is empowered by the City Charter and State law to manage all the public schools within the San Francisco Unified School District.

### GENERAL BACKGROUND

The Board of Education has 95 regular elementary schools, 17 regular junior high schools, 11 regular high schools, 4 special education schools and 5 adult schools for a total of 132 schools within its jurisdiction. The total District school population in 1969-70 was 115,457 with an average daily attendance of 90,771.

The 1970-71 budgeted expenditures, as approved by the Board of Education, were $110,208,972. This figure included a net balance of $1,157,349, but did not include certain expenditures for federal programs not yet funded.

#### Target Areas

In the School Board's lexicon, the term target area refers to geographic areas of the City in which the highest percentage of low-income and educationally disadvantaged families reside (these target areas are not the same as EOC's target areas). The schools in these areas qualify for special funds which are used to better fulfill the unique educational needs of the students. Out of the total School District student population of 115,457 in 1969-70, 45,659 students lived in the target areas. Whereas 62 per cent of the District's student population is minority, 78.7 per cent of the target areas' student population is composed of minority students. The breakdown is 38.3 per cent black, 16.9 per cent Spanish surname, 21.5 per cent Oriental and approximately 2 per cent other minority population. Of the 95 elementary schools in the District, 46 are in target areas; of the 17 District junior high schools, 9 are in target areas; and of the 11 District high schools, 5 are located in the target areas.

Thus, approximately 40 per cent of the total District student population qualifies for special education attention, and a little more than 48 per cent of the regular District schools are located in target areas. This indicates that although the schools are operated to educate all youth in the City, a particularly significant thrust of the total school program is focused on minority and disadvantaged youth.

## PROGRAMS WITH A SPECIAL ORIENTATION

The School Board operates a large variety of education programs which are funded from federal, state and local monies and have a significant impact on the poor of San Francisco.

### National Defense Education Act - Title III

This act provides financial assistance to public schools for strengthening instruction in critical subjects through the acquisition of equipment and materials. The equipment is used in teaching the subjects of science, mathematics, history, civics, geography, economics, foreign languages, English, reading and industrial arts at the elementary and secondary levels.

The six funded projects in 1970-71 involve 31 schools, 109 teachers and approximately 14,000 students. Information concerning the funding in 1970-71 is not available, but the federal government supplied $20,000 and the City $20,000 plus administrative services in 1969-70.

### National Defense Education Act - Title V-A

This program provides guidance, counseling and testing programs for the identification and encouragement of able students at the elementary level. In 1969-70 the District received funds to provide two counseling positions. The counselors served at the following elementary schools: Fremont, Bret Harte, McKinley, Bessie Carmichael and John McLaren. They served approximately 500 students. The federal government provided $20,000, matched by a local in-kind contribution of 10 counselors.

### Elementary And Secondary Education Act Of 1965 - Title I

This program provides financial assistance for the education of children in low-income families which will supplement, not supplant, state and local funds. Local funds must be used to provide service in project areas comparable to the services in nonproject areas. This program provides services for pre-school and elementary school children. Each school must involve teachers, parents and administrators in the development of its program. The program focuses on reading, mathematics, intergroup relations, supportive services, staff development, parental involvement and evaluation.

The federal government provided $3,141,929 in 1970-71 and the local share consists of meeting the "rule of comparability" mentioned above.

Elementary And Secondary Education Act Of 1965 - Title I

Financial assistance for programs designed to compensate for the limitations in the pre-education experience of four-year olds who come from economically deprived environments is provided by the federal government. This pre-kindergarten program enrolls 360 children in the following centers: Commodore Stockton in Chinatown, John Swett and Golden Gate in the Western Addition, Hawthorne in the Mission, Lincoln in the South of Market area, and Hunters Point I in Hunters Point. Emphasis is placed on language development, cognitive skills, parental involvement, social and psychological screening, medical evaluation and a hot meal for each child.

The local share consists of meeting the "comparability rule" and the federal government provided $377,325 in 1970-71.

Elementary And Secondary Education Act Of 1965 - Title I

This program provides funds for compensatory services for institutionalized neglected and delinquent children. As stated in a School District document:

> "Participants in this project include 391 elementary and secondary school children of six (6) institutional schools: University Mound School which houses and educates delinquent girls of high school age; Log Cabin Ranch School which houses and educates delinquent boys of high school age; Homewood Terrace School which serves emotionally disturbed elementary and secondary youngsters; Mount Saint Joseph's School which houses girls from grades one through twelve who are orphans, half-orphans, or the victims of other social, familial, or emotional trauma; Hidden Valley School, the junior high school equivalent of Log Cabin Ranch School for delinquent boys; and the San Francisco Boys' Home which houses senior high school boys who are unable to live at home."

The federal government provided the district in 1970-71 with $60,435 to operate this program and the local share consists of meeting the "rule of comparability" requirement.

Elementary And Secondary Education Act Of 1965 - Title II

This federally funded program amounting to approximately $86,000 in 1970-71 provides financial assistance to the District for the purchase of school library resources, textbooks and other instructional materials. These library resources are used in grades kindergarten through 12. The District estimates the program required one-half the time of a librarian, or $9,420.

Elementary And Secondary Education Act Of 1965 - Title III

This program, the supplementary education planning center (PACE), uses federal funds for continuous educational needs assessment, locating and coordinating resources to solve identified educational problems, encouraging community participation in cooperative educational planning and developing educational proposals.

The federal government provided $68,844 in 1970-71 and the District provided office space and fiscal services.

Elementary And Secondary Education Act Of 1965 - Title III

The federal government provided $137,013 in 1970-71 for the Therapeutic Educational Center at 1700 Newhall Street. This center provides services to 20 severely emotionally disturbed children between six and nine who have been unable to function socially or academically in an ordinary public school.

Elementary And Secondary Education Act Of 1965 - Title III

This is the last year of the three-year Community Education Planning Project-OMI, which provides for the involvement of parents, San Francisco State College and the San Francisco Unified School District. A District document describes this program as follows:

> "There are five (5) public and two (2) parochial schools in the project, involving approximately 2,320 students. The major goals are: (1) to accelerate progress in reading over a three-year period for children in grades kindergarten through third grade, and (2) to involve parents and other community resources in school activities in order to transmit concerns from residents to the schools, schools to residents, and from residents to residents. Administrative council meetings are held twice monthly. Services of specialists are provided in the area of reading and for the teacher inservice. Para-professionals, materials, and consultant services are also provided."

The federal government provided $189,227 in 1970-71 while the District allocated five teachers to the program whose services are valued at $60,000.

Elementary And Secondary Education Act Of 1965 - Title III

This is the third year of the three-year Southeast Educational Development Project (SEED). In 1970-71, the federal government provided $293,777 for the program. According to the District, the objective of SEED is:

"... to establish an exemplary community organization and to develop working relationships between parents, community representatives and school personnel which will hasten the establishment of a more meaningful, intellectually productive and personally satisfying education program for the children in grades kindergarten through third grade in the Hunters Point-Bayview District. There are seven (7) public and one (1) parochial school participating in the project involving a total of approximately 2,314 students. A nine member area board was established which has on it three representatives of the community, three San Francisco Unified School District staff members, and three parents elected from the schools. A community person was named to serve as the School-Community Coordinator. Assisting him was a Supervisor of Community Relations and a Supervisor of Education. Fifteen (15) representatives from the community were employed as Community Resource Assistants. They provided help to each of the schools in the area and in addition received inservice education themselves. The most unique feature of the program was that each of the eight schools located in the Hunters Point-Bayview Area was authorized to spend a specified amount of money for innovative programs. A parent review committee worked with the teachers and school site administrators to determine how the funds would be spent. In turn, the recommendations were made to the SEED Board, which took action on suggestions from each school."

Elementary And Secondary Education Act Of 1965 - Title III

The Optimal Use of Resources project provides funds for an elementary science resource center, an oceanography program and an exemplary music tutorial program. This is a three-year program and 1970-71 is its last year. The federal funding is $158,316 this year.

Elementary And Secondary Education Act Of 1965 - Title III

"The San Francisco Unified School District in conjunction with the California League for the Handicapped has developed a program to meet the needs of nineteen (19) blind students in the area of creative movement. The program is based upon the art form of the dance, so as to develop the physical fitness and special techniques necessary for independent movement and travel, and to encourage physical and emotional expression."

In 1970-71, the federal government funded this program for $15,716.

Elementary And Secondary Education Act Of 1965 - Title VI

This program provides comprehensive centers for deaf/blind children at the preschool, elementary or secondary level. The following statement of the District describes the project:

> "In order to meet the primary objective, which was to prevent the unnecessary loss of human resources represented by the functionally disturbed retarded children, two pilot classes were established within the San Francisco Unified School District. One class provided services to students between the ages of eight and ten, while the other classes served students between the ages of ten and twelve. Classes were restricted to an enrollment of not more than eight students in each group. The activities included in this program provided for each student a differential diagnosis, individualized instruction and training, and guidance and counseling for families. Each classroom teacher was assisted by an aide, plus interns, from the Special Education Department of San Francisco State College. This project is located at Park Diagnostic Center, 750 31st Avenue, San Francisco 94121."

The federal government provided $58,315 in 1970-71 and the District provided building space plus administrative services.

Elementary And Secondary Education Act Of 1965 - Title VII

The District presently conducts two bilingual programs. One is a Spanish bilingual program and the other is a Chinese bilingual program. The Spanish program is funded by the federal government in the amount of $186,600 in 1970-71, and the Chinese program in the amount of $198,000. For each program the District provides some teachers. This program, according to a District publication, involves the following:

> "The Spanish Bilingual Program will provide services to a target group consisting of 50 per cent Spanish-speaking and 50 per cent English-speaking elementary level students from the Mission District of San Francisco. Two elementary schools have been chosen for pilot classes. Individualized instruction will be provided in Spanish and in English so that skills in listening, speaking, reading and writing will be taught to both groups. Curriculum content will also include an appreciation of Latin American heritage and culture. Development of curriculum materials, summer preservice and inservice workshops are major components of the program. Bilingual teachers with aides will team in

some instances with District teachers in class instruction. Approximately 140 children will be served in the project for the first year. The project calls for a full-time on-site evaluator to accomplish the ongoing evaluation as was indicated in the proposal. He will also be developing instruments for measuring and screening and be responsible for informing the teachers of the progress of participants.

The Chinese Bilingual Program in San Francisco provides services to students in first and second grades in one public and one nonpublic school. The number of students participating in the program is approximately 175.

The project has three major goals:

- Development and usage of a bilingual curriculum and materials in Cantonese and English in grades one and two;

- To provide instruction in both Cantonese and English to identified students in grades one and two;

- To develop, refine and provide educational materials so that the bilingual program may be expanded in the Chinatown-North Beach Target Area.

The program consists of classes for foreign born and native born students. Six bilingual classroom teachers and two curriculum writers work with the students participating in the program. Four of the six classes consist of a team teaching arrangement; one District teacher and one Title VII teacher. Instruction is provided both in Cantonese and English. Presently there are specific measurable objectives in the curriculum for each student to attain both in Cantonese and English."

Economic Opportunity Act Of 1964 - Title I

"Neighborhood Youth Corps projects provide meaningful work experience and supportive services for disadvantaged youths. Enrollees receive earnings to allow them to finish school while developing their maximum occupational ability.

The San Francisco Unified School District's participation provides for work-study experience for disadvantaged (poverty) youth. Programs are orientated from the high schools with the support of a Neighborhood Youth Corps Advisor. Programs operate during the regular school year."

Federal funds in 1969-70 were $668,740. These funds were matched by local in-kind services amounting to 20 per cent of the total project cost.

Vocational Education Act Of 1968 - Title I, Part B

"State Vocational Education Programs and services are available through grants to the school districts to aid them in conducting vocational education programs for persons of all ages in the community. Programs combine classroom instruction with occupational experience and are developed and conducted in consultation with potential employers and other interested groups.

The San Francisco Unified School District has received funds for the past several years to provide programs at the high school level. Special project proposals have been designed and implemented to improve existing instructional vocational courses and to develop new courses. Part-time employment of students has been encouraged, which allows the student to continue his education on a work-study basis."

The federal government provided $423,860 in 1970-71. The state plan allocates funds to the program based on the amount of effort and support the local school district is providing. These figures were not available.

Higher Education Act Of 1965 And Education Professions Development Act

This "teacher corps" program is designed to strengthen education opportunities for children in areas with concentrations of low-income families through its preparation of persons to become teachers in such areas through coordinated work-study experiences. The program also encourages colleges and schools to work together to broaden their teacher education program. The District describes this project as follows:

"Presently the San Francisco Unified School District, in conjunction with San Francisco State College, is participating in two phases of its Teacher Corps program;

Cycle III, February 1969 through January 1971, and Cycle V, September 1970 through June 1972.

There are approximately eighty (80) Teacher Corps Trainees involved in these two cycles at the elementary school level, with approximately thirteen (13) elementary schools involved in the program. The Teacher Corps Trainee is required to work 4 one-half days each week in the school setting. This time is spent in activities such as teaching under the supervision of the Team Leader, tutoring and evaluating small groups, staffing learning centers, and assisting with guidance and counseling problems.

In addition to this school involvement the Trainee must spend twelve (12) hours of work in the community and take ten to fifteen semester units of work at the college. After a period of two years it is intended that the Trainee will have earned a teaching credential plus a Master's Degree. Stipends from the federal grant are paid to the Trainee, plus an allotment for dependents."

The federal government provided $130,117 for Cycle III and $219,503 for Cycle V, while the District provided $11,955 for Cycle III and $21,841 for Cycle V.

Civil Rights Act Of 1964 - Title IV

The program grants funds to local school boards to provide inservice training to improve the ability of teachers and other school personnel to deal with problems of desegregation.

The Title IV program in San Francisco, operated in the Richmond and Park South complexes, develops and implements an inservice training program whereby school administrators, faculties, staff and parents will receive training that will facilitate racial integration with exemplary education for all students within the complexes' schools. Teams consisting of one administrator, teacher, community person, para-professional, and supportive service staff are formed in each of the 20 schools and trained as they develop and implement an effective inservice program at each site. They are assisted by a staff consisting of a program head, community field representative and four community liaison workers.

In 1969-70, the federal government funded the program for $138,659 and the District provided approximately $34,177 in teacher release time.

Education Professions Development Act Of 1967

The Career Opportunities Program's purpose is, according to a District publication:

> "To attract appropriate persons from low-income areas, including returning Vietnam veterans, into teaching careers in schools serving low-income populations. Programs are designed to provide for a career lattice framework so that participants can step off the ladder into positions other than teaching, if they so desire. Colleges and universities involved are encouraged to form training programs for participants based on work-study concepts so that the training is more relevant to the needs of students from low-income families.
>
> The program consists of enrolling twenty (20) trainees at City College of San Francisco, and at the same time placing them in directed, supervised work experience training in two elementary schools in the Hunters Point-Bayview Model Cities Neighborhood. At the College, specific attention is given to remedial and developmental training. All courses have been designed so that credits received will be directly transferable to San Francisco State College. Work experiences, with the trainee classified as an aide and receiving pay for his effort, are a vital part of the school site plan. The trainee, under teacher supervision, provides direct services to students. The Hunters Point-Bayview Model Cities Neighborhood Agency provides the trainees with stipends."

The federal funding for this program in 1970-71 is approximately $83,125.

Reading And Mathematics Demonstration Programs In Grades Seven, Eight And Nine

This demonstration program is conducted only in schools whose students come from a high concentration of poverty areas. They are to serve as models for other interdistrict schools.

The project, located at Benjamin Franklin Junior High School in San Francisco, is composed of five components: the Instruction Center, the Reading-Mathematics Laboratory, Inservice, Research and Evaluation, and a Community Counseling Component. Approximately 200 seventh-grade students were randomly placed into reading and mathematics centers of 20 students each.

The major objectives of the program are month-for-month gain by the students in the areas of reading and mathematics, improvement of self image, and more positive attendance patterns.

In 1970-71 the state provided $133,419 for the program and the District provided administrative services.

Special Teacher Employment Program

The "teacher employment-elementary schools" program employs teachers in grades kindergarten through six for the purpose of reducing the pupil-teacher ratio to a maximum of 25:1. The State Office of Compensatory Education identifies the schools which participate in the program.

In 1970-71, 18 schools were selected for participation in the program. The State funding of $380,487 permits the employment of approximately 40 teachers.

Miller-Unruh Reading Improvement Act

This program provides state financial assistance to public schools for strengthening instruction in reading. The state funds part of some reading teachers' salaries. In 1969-70, the state funded the San Francisco program in the amount of $34,149, with the District matching this amount.

The program is three-fold in design. The teachers work with students, parents and teachers. A group of approximately 30 primary grade students are identified for assistance and are provided intensive instruction by the reading teacher. The reading teacher also relates to the parents of these identified students and each is scheduled for an individual conference. In addition, the teachers throughout the school relate to the reading teacher in order to benefit by her knowledge in the area of reading.

* * * * *

In summary, as can be seen from the imposing list of programs discussed above, the Board of Education operates a multitude of programs which have a significant impact on the poor of San Francisco.

## CITIZEN PARTICIPATION

At the secondary schools, the Board of Education has established advisory councils which advise the Board on matters which concern the councils' areas. These councils are termed School Site Councils, and the membership is drawn from the student advisory committee, community advisory committee and faculty advisory committee at each school.

The concept of citizen participation is also incorporated in some of the programs operated by the District, such as the Southeast Educational Development Project and the Ocean View - Merced Heights - Ingleside Project, as discussed in the previous section.

The school system's encouragement of such groups as the Parent-Teacher Association further illustrates its commitment to citizen participation concepts.

## C - CITY PLANNING COMMISSION

The City Planning Commission plays a vital role in the future of the City. Although its responsibilities focus on physical planning, its activities have a far deeper effect on the leves of the City's residents.

### GENERAL BACKGROUND

The City Planning Department, which is managed by the City Planning Commission, has four broad functions:

- To establish and maintain a Master Plan for improvements and future development of San Francisco as a whole
- To administer and enforce provisions of the City Planning Code
- To develop a community renewal program to guide future conservation, rehabilitation and redevelopment activities
- To advise in the preparation of and approve private land subdivision, and development of public housing plans.

The City Planning Department acts in an advisory capacity to the Mayor, Board of Supervisors, Redevelopment Agency, Housing Authority and other City and County departments.

The City Planning Department has a total budget of $959,100 for fiscal year 1970-71. Of this amount, $866,373 is spent for salaries. The Department has 71 budgeted positions. Exhibit II-3 shows the level of activity of the Department. Exhibit II-4 is the Department's organization chart.

### PROGRAMS WITH A SPECIAL ORIENTATION

Two major efforts of the City Planning Department have a significant impact on and vitally involve the poor of San Francisco. These efforts are the Federally Assisted Code Enforcement Program (FACE) and the development of the comprehensive Master Plan for the City. Each effort will be discussed separately. Exhibit II-5 shows the geographic location of these activities.

#### Federally Assisted Code Enforcement

Through FACE, areas of the City are designated for concentrated code enforcement. The resulting housing rehabilitation program is administered

# CITY PLANNING COMMISSION

## STATISTICAL SUMMARY

| | 1969-70 | 1968-69 | 1967-68 |
|---|---|---|---|
| Regular And Special Meetings | 50 | 50 | 46 |
| Planning Code Cases | | | |
| Zone Changes | 35 | 35 | 25 |
| Conditional Uses | 97 | 62 | 34 |
| Setbacks | 1 | 1 | 2 |
| Text Amendments | 10 | 5 | 6 |
| Master Plan Referrals | 74 | 73 | 59 |
| Zoning Administration | | | |
| Variances | 60 | 57 | 77 |
| Building Applications | 4,798 | 3,871 | 3,742 |
| Sign Applications | 1,846 | 1,799 | 1,560 |
| Miscellaneous Permits | 1,070 | 1,050 | 1,300 |
| Enforcement Cases | 245 | 294 | 179 |
| Landmarks Board Cases | 20 | 36 | 48 |
| Reports Published | 11 | 14 | 9 |

# Organization Chart

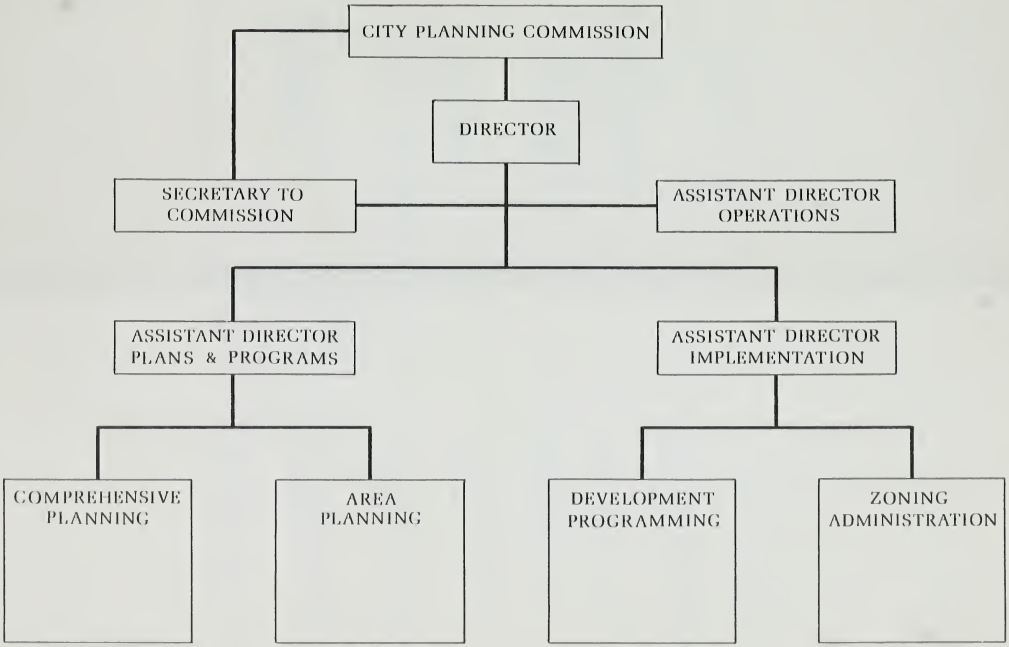



EXHIBIT II-4

## CITYWIDE ACTIVIES

### Completed

- Issues in Housing
- Survey of Housing
- Improvement Plan for Residence
- Changes in the San Francisco Housing Inventory: 1969
- Urban Design Study
  - Existing Plans and Policies
  - Goals, Objectives and Policies
  - Existing Form and Image
  - Street Livability Study

### In Process

- Urban Design Study
  - Urban Design Principles
  - Social Reconnaissance Survey
  - Implementation
- Transportation
  - Background for Transportation Policies
  - Basic Policies for Transportation
- Land Use Survey

### Continuing

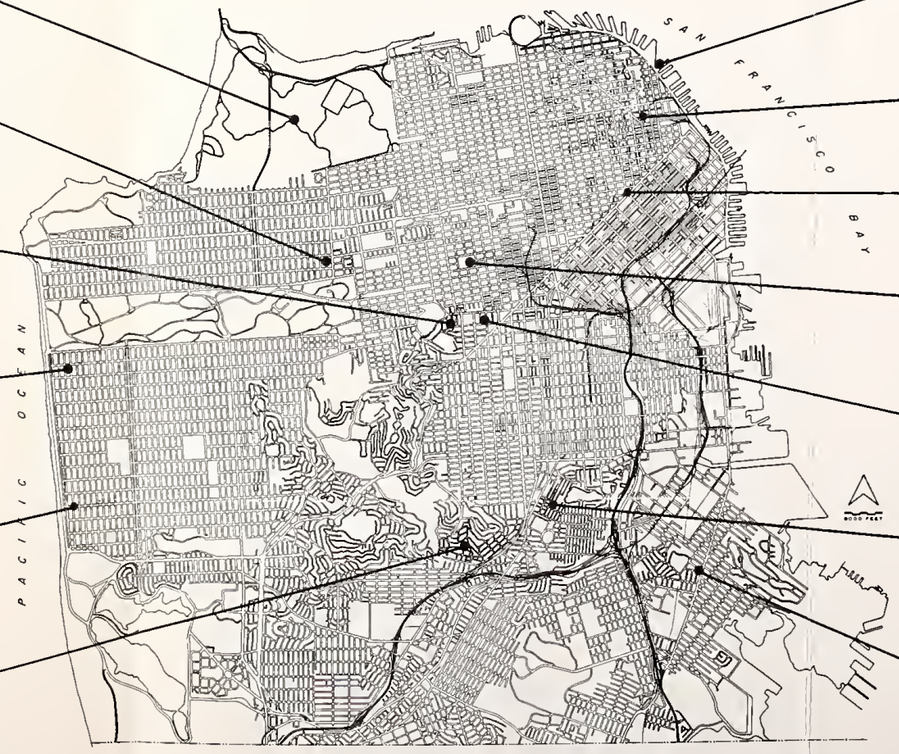
- Capital Improvement Program
- Zoning Administration
- Landmarks Preservation
- Referrals

## San Francisco Department of City Planning

# Major Planning Activities – 1969-1970

## DISTRICT ACTIVITIES

- Presidio Report (completed)
- Arguello Park Federally Assisted Code Enforcement Area (completed)
- Buena Vista Heights Federally Assisted Code Enforcement Area (completed)
- Great Highway Federally Assisted Code Enforcement Area (completed)
- Ocean Beach Special Height District (ordinance adopted)
- Glen Park Federally Assisted Code Enforcement Area (completed)




## DISTRICT ACTIVITIES

- Northern Waterfront City Planning Code Amendment (implementation in process)
- Jackson Square Historic District (study in process)
- Market Street Sign Standards (ordinance adopted)
- Alamo Square Federally Assisted Code Enforcement Area (planning in process)
- Duboce Triangle Federally Assisted Code Enforcement Area (planning in process)
- Bernal Heights Federally Assisted Code Enforcement Area (planning in process)
- South Bayshore Plan and City Planning Code Amendment (plan completed and implementation in process)

by the Department of Public Works. The City Planning Department recommends areas in the City where FACE would be most beneficial. Once an area has been designated, the Planning Department assists in the preparation of the application, provides neighborhood liaison and assists in the development of a detailed public improvement plan. The Department feels the success of the program stems from it being a joint effort of private property owners and the City. Low interest federal loans for property owners and the City's capital improvement program combine to provide the improvements.

In 1969-70, FACE programs were concluded in four neighborhood areas: Glen Park, Great Highway, Arguello Park and Buena Vista Heights. Since the programs were begun, 3,000 structures and 6,000 dwelling units in these areas were rejuvenated. Federal loans and grants amounting to $5.5 million were appropriated to finance part of the rehabilitation work.

During the same fiscal year, the Planning Department worked with residents of the Alamo Square, Bernal Heights and Duboce Triangle Neighborhoods in developing improvement plans and in preparing a $1.8 million federal grant application for plan implementation.

Comprehensive Master Plan

A most important responsibility of the Planning Department is the development and updating of the San Francisco Master Plan. This plan guides the use of land in the City and affects all residents of the City.

The process of comprehensive planning involves establishing the long-range objectives and policies of the City in 11 planning elements:

- Residence
- Recreation
- Urban design
- Education
- Social services
- Health care
- Public safety
- Commerce
- Industry
- Manpower
- Transportation.

For each of these planning elements, improvement plans must be developed which translate the objectives and policies into practical steps that can be implemented. In the course of formulating these improvement plans, the City Planning Department takes great efforts to obtain the opinions of residents and community groups at public hearings. From the planning

elements considered in developing the Master Plan, it is clear that the Planning Department becomes involved in social planning as well as physical planning.

During the 1969-70 fiscal year, the City Planning Department developed six area plans for non-FACE projects. The areas of the City involved were (and remain):

- Presidio
- Ocean Beach
- South Bayshore
- Northern Waterfront
- Jackson Square
- Market Street (downtown).

## CITIZEN PARTICIPATION

The City Planning Department stressed the need for citizens to be involved in the planning process. As was previously mentioned, the Department holds a series of public meetings on its improvement plans. To build strong relationships with the residents of the City, the Department has an active area liaison program.

The purpose of the area liaison program is threefold:

- To improve the Department's information about local affairs and problems

- To provide planning services to districts in the City whether improvement projects are underway or not

- To promote greater citizen participation in the planning process.

In the 1969-70 fiscal year, area liaison was actively carried out in three areas:

- Buena Vista, where the Department met with community groups to identify problems facing the area. The Department then began to formulate objectives which will be submitted to the residents for review.

- Chinatown, where the Department secured a $75,000 planning grant to develop a comprehensive plan covering housing and recreation. The Department worked with community groups in securing the grant and in preparing for the project.

- Mission, where the Department prepared a preliminary redevelopment plan for the Regal Pale Brewery site. After the Department worked with the residents, the Redevelopment Agency, and the Mission Coalition, the preliminary plan was approved by the City Planning Commission.

In the past, the Planning Department also worked closely with neighborhood residents and groups as an integral element of the planning process. A prime example of this is the South Bayshore Plan which is now part of the City's Master Plan. During the two-year development of the Plan, the Department met often with community groups and other interested agencies.

## D - CIVIL SERVICE COMMISSION

The Civil Service Commission is composed of three commissioners appointed by the Mayor. The Commission appoints the General Manager who is charged with administering the Agency. The Commission's function is to serve as the personnel department of the City and County of San Francisco.

### GENERAL BACKGROUND

As the personnel arm of City government, the Civil Service Commission provides services to other City departments. These services include:

- Classification or reclassification of positions in City government
- Salary surveys, which include salary standardization and comparability studies
- Counseling of job applicants to interest individuals in civil service employment
- Recruitment, selection and placement of personnel for civil service positions, including the administration of entrance and promotion examinations
- Administration of inservice training programs
- Administration and sponsorship of innovative programs combining work experience and education.

Exhibit II-6 is a statistical summary of the Civil Service Commission's activities and fiscal picture in 1969-1970. The Commission employs approximately 88 people.

### PROGRAMS WITH A SPECIAL ORIENTATION

The Civil Service Commission operates, or assists other departments in the establishment or operation of, programs which have a significant impact on the poor.

#### Limited Tenure Program

The limited tenure program is a significant factor in bringing individuals from minority groups into employment. Under this program, applicants for limited tenure examinations are interviewed by the staff and placed in an

# CIVIL SERVICE COMMISSION

## STATISTICAL SUMMARY OF ACTIVITIES

Comparison of expenditures for all appropriations with original budget appropriations for 1969-70 as reflected by Controller's Appropriation Statement for period ending June 30, 1970:

| | Appropriations | Expenditures |
|---|---|---|
| Permanent Salaries | $784,709.00 | $733,609.71 |
| Temporary Salaries | 91,259.00 | 79,802.04 |
| Overtime | 2,500.00 | 2,380.58 |
| Fees and Other Compensation | 50.00 | - |
| Contractual Services | 19,605.00* | 19,550.95 |
| Materials and Supplies | 12,895.00 | 10,932.24 |
| Equipment | - | - |
| Fixed Charges | 602.00 | 591.50 |
| Salary Survey | 15,000.00 | 14,849.89 |
| Fire and Police Examinations | 12,950.00 | 12,614.57 |
| Reimbursement of Training Expense | - | - |
| EDP - Integrated Personnel System | 73,740.00** | 73,740.00 |

* Exclusive of funds transferred to Purchaser 6,500.00

** Funds transferred to Controller

Statistical summary of certifications and appointments for fiscal year 1969-70 compared with fiscal year 1968-69:

| Requisitions Received | Fiscal 1968-69 | Fiscal 1969-70 |
|---|---|---|
| Permanent | 3,807 | 3,566 |
| Temporary | 8,824 | 16,318 |
| **Certifications** | | |
| Regular Permanent | 2,720 | 2,925 |
| Limited Tenure Permanent | 1,624 | 878 |
| Regular Temporary | 1,536 | 1,479 |

on-the-job training position which may enable them to qualify for the regular civil service examination later. Almost one-half of the program participants are from minority groups, and many of the participants have passed the subsequent examination.

Counseling Of Job Applicants

Staff of the Recruitment and Examination Division counsel prospective job applicants by meeting with various groups throughout the City to interest people in civil service employment. Many of the persons contacted are from minority groups and the Commission feels that considerable progress has been made in interesting such persons in employment with the City.

New Careers Program

The Commission described the New Careers Program in its 1970 Annual Report as follows:

> "The New Careers Program sponsored by the Civil Service Commission was completed by a majority of the enrollees on June 30, 1970 with the exception of 15 New Careerists who were delayed in completing their work experience and educational curriculum. Of the original 98 enrollees who started the program two years ago, 56 have completed two years of on-the-job training and also completed two years of college academic work. These 56 in late 1970 were regular civil service employees in budgeted positions working in the following departments:
>
> | | |
> |---|---|
> | Department of Public Health | 28 |
> | Department of Social Services | 6 |
> | Public Library | 6 |
> | San Francisco Unified Schools | 16 |
>
> These New Careerists who successfully completed the program have sufficient on-the-job training and education to function effectively as Teacher Assistants in the Unified School System, as Library Technicians in the Public Library System, as Social Service Technicians in the Department of Social Services and Community Health Workers in the Health Department. In each case they are performing meaningful work in the community that was not being offered before because our professionals are overburdened with other duties. It is anticipated that the other 15 enrollees will complete their required work experience and college academic training by June 30 of 1971, at which time they will be assigned on a full time basis to the operating departments as regular employees in fully budgeted positions.

The major goal of this program was to help the unemployed and underemployed, 22 years of age or older, to help themselves through education and training to work to 'take the load off the professional.' The Federal Government funded 90% of the cost of the project the first year and 50% of the second year. The City and County of San Francisco contributed 10% of the cost for the first year in 'in-kind' services, contributed 50% of the cost of salaries only for the second year, and beginning the third year all qualified New Careerists are employed as regular full time civil service employees."

Youth Training Program

The 1969-70 Annual Report of the Commission summarizes the Youth Training Program as follows:

"During the 1969-1970 fiscal year, the Civil Service Commission contracted with the Concentrated Employment Program of the EOC (funded by the Department of Labor) for the administration of a Youth Training Program. Fifty-two enrollees were trained under the contract for target positions and received vocational and academic training to meet the entrance requirements necessary to qualify for existing civil service positions or positions in private industry. This program is designed to train the unemployed and underemployed for remunerative positions which will enable them to become self-supporting.

During the year the following number of enrollees were trained in their respective areas:

| | Enrollees Entered In Program |
|---|---|
| Municipal Railway Transportation Assistants | 40 |
| Draftsman Trainee | 5 |
| Civil Service Commission | 6 |
| EDP Trainee | 6 |
| Laboratory Trainees | 2 |

The Civil Service Commission has recently recruited an additional 40 enrollees for the Transportation Program and is working on a Fire Safety Technician Program which trains the 23 minority enrollees to be Firemen."

Other Activities

Although they cannot be categorized as programs, the Civil Service Commission performs other activities in its normal course of business which have a particular impact on the poor. For example, in fiscal year 1969-1970 the Commission created the new position classification of Utility Plumber Apprentice to assist the Public Utility Commission in its affirmative action program. This effort required the Commission to hold many public meetings on all aspects of the program as presented by Union representatives, employee association representatives and management personnel. Eighteen of the 36 employees in the initial apprentice group were from minority groups.

Fiscal Estimates

The staff of the Civil Service Commission estimated that salary costs of the above discussed programs are as follows:

| | |
|---|---|
| - Limited Tenure Program (including job counseling) | $ 97,000 |
| - New Careers Program | 114,504 |
| - Youth Training Program | 19,780 |
| - Miscellaneous (classifications, examinations, payroll, etc.) | 50,000 |
| Total | $281,284 |

These costs represent nearly 35 per cent of all salary costs of the Civil Service Commission.

CITIZEN PARTICIPATION

Most of the activities of the Civil Service Commission staff are related to such routine matters as administering examinations or classifying positions. At a day-to-day level, these activities do not call for citizen advisory groups or a great deal of liaison with neighborhood residents. However, when citizen input is needed to the policies governing these routine activities, the Commission holds public hearings as previously mentioned. Moreover, the Commission staff meets with groups to generate interest in civil service employment and to publicize openings or programs.

The Commission's role in programs which deal with the poor is usually one of assisting or coordinating with other departments on the personnel aspects of the programs. One example of this type of role is the participation of the General Manager of the Civil Service Commission on the EOC Board where he lends expertise on all EOC personnel matters.

## E - DEPARTMENT OF PUBLIC HEALTH

The Department of Public Health has responsibility for all aspects of public health in San Francisco. Many of the functions and duties of the Department are prescribed by State law in various California Codes such as Health and Safety, Administrative, Welfare and Institutions, and Education. In addition to operating well-known programs such as Medi-Cal and Medi-Care, the Department is involved in health education, alcoholism programs, drug treatment, TB control, public health nursing, dental health, research, milk inspection, sanitation and housing inspection, VD control, mental health centers, district health centers, mental retardation programs and a myriad of other programs.

### GENERAL BACKGROUND

To comprehend the scope of the Department's activities, it is useful to refer to the Department's organization chart shown as Exhibit II-7. The Department is basically functionally organized, and different categories of functions performed appear on the organization chart.

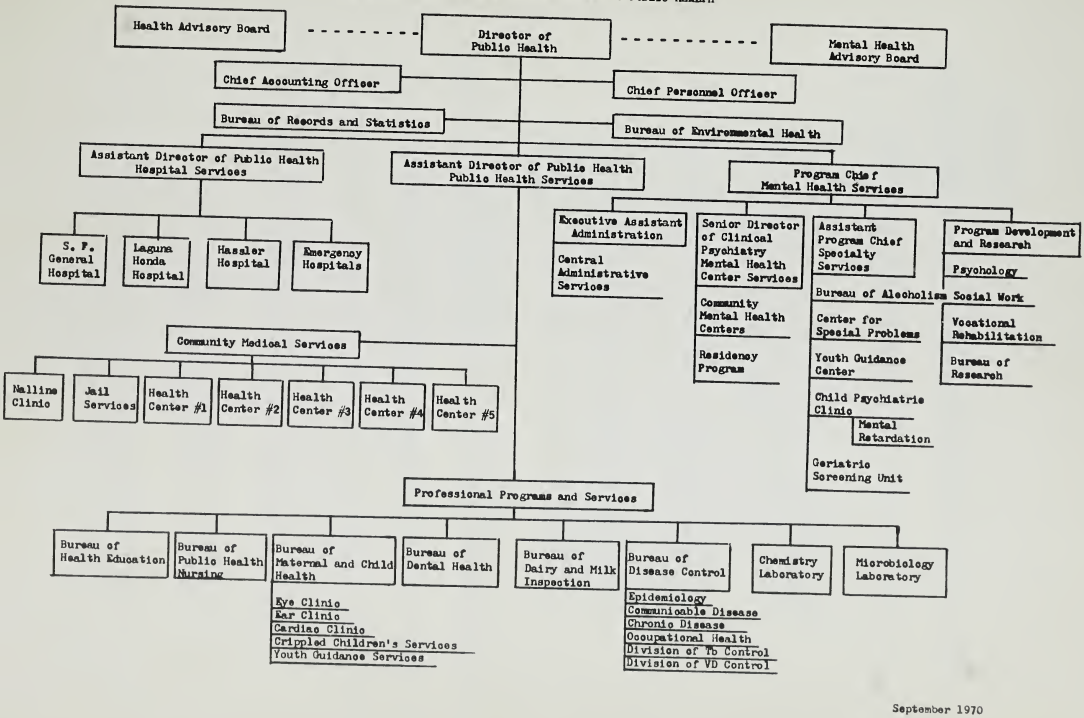
The Department of Public Health budget for fiscal year 1970-1971 was $65,284,466. Of that amount, $8,769,558 comes from the local property tax base, and approximately 84.5 per cent comes from various revenue sources. These sources include grants from the federal and state governments, Medi-Cal and Medi-Care payments and individual private payments for services rendered. A very high majority of the Department's budget is expended for salaries. The Department employs over 4,000 people and also uses the services of many volunteers.

By law and by policy, the Department of Public Health services all the residents of the City, and thus its programs are not necessarily geared to any one population segment. However, as a practical matter, the services offered by the Department are more often used by the poor population of the City who do not generally use the services of the private medical field.

### PROGRAMS WITH A SPECIAL ORIENTATION

Given the foregoing assumption that almost all of the programs operated by the Department of Public Health have a significant impact on the poor, this section discusses some of the more extensive general programs operated.

ORGANIZATION OF SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH




September 1970

EXHIBIT II-7

Hospital Services

The Department of Public Health operates the San Francisco General Hospital, Laguna Hospital, Hassler Hospital and an emergency medical services program.

San Francisco General Hospital. As stated in the Department's 1969-1970 Annual Report:

> "San Francisco General Hospital is an acute general hospital, including a psychiatric service, having 822 beds, a work force of 2,400 employees, and a current operating budget of approximately $23,600,000. The Hospital is accredited as a teaching hospital.
>
> While the Hospital serves the people of its immediate surrounding area, particularly Potero Hill and Bayview-Hunters Point, it also serves people from the entire City.
>
> San Francisco General Hospital also serves the entire City as the center for the treatment of communicable diseases, tuberculosis, skid row alcoholics and disturbed alcoholics who are not accepted by private hospitals, prisoners, wards of the court, psychiatric patients and indigents."

The Department operates general preventive medical services through five district centers which are used as part of the outreach services of the Hospital's outpatient program.

In 1969-1970, the total number of inpatients admitted to the Hospital was 20,368 and the average daily census was 555.

The Hospital, according to the Department's Annual Report, is also involved in:

> "The Special Service Center which is part of the San Francisco Unified School District. There are two centers at the Hospital. They consist of:
>
> - A morning class for pregnant girls up to 17 years of age, if they are in the 12th grade. This class began in the Spring of 1970.
>
> - An afternoon class for those girls who are not in the 12th grade and who are between the ages of 17-21. This class began in September, 1969.

The emphasis is on vocational training and self-sufficiency, as well as academic studies to fulfill credit requirements for their High School diploma. The program stresses Office Practice, clerical help (in cooperation with several large businesses in San Francisco that allow the girls to visit the businesses), social work counseling, Pediatrics and Obstetrics, remedial reading, Home Economics (teaching Nutrition), occupational therapy, supervised recreation, and family planning.

All teaching staff, except nurses, and the academic and vocational counseling is provided by the San Francisco Unified School District. The medical and nursing staff are provided by San Francisco General Hospital. The Center can handle 35 girls at a time. This has been a concerted effort of teamwork between the Hospital administration and staff and the School administration and staff."

Laguna Honda Hospital. This hospital is basically oriented to patients who need continuous medical and nursing care rather than the custodial type patient. In 1969-1970, the Hospital's average daily census was 1,310 patients. The Hospital has a normal bed capacity of approximately 1,581. The total budget of Laguna Honda for the fiscal year 1970-1971 is $12,220,612.

The medical department is supervised by a full-time Medical Director who is assisted by eight full-time and twenty-one part-time physicians, eight consultants and two part-time dentists. A wide range of medical services are offered, but only minor surgery is performed. Patients with chronic diseases are admitted from San Francisco General, from the community and from private hospitals.

It should be noted that in 1969-1970, signed-in volunteer hours amounted to 29,989. Additionally, the volunteers contributed $16,000 to purchase a minibus.

Hassler Hospital. The major objective of Hassler Hospital is to provide care to chronically ill patients. These patients usually have multiple diagnoses with disabilities requiring continuous or frequent skilled medico-nursing care which is supplemented by occupational and physical therapy, recreational, volunteer and church services.

The budget of Hassler in fiscal year 1970-1971 is $2,015,924. In 1969-1970, the average bed occupancy was 182; the Hospital has a bed occupancy of 227. The patient days in 1969-1970 were 66,415.

The Hospital also has a clinical laboratory, psychiatric consultants, a pharmacy and an active volunteer program.

Emergency Medical Services. The purpose of the Emergency Medical Service is to provide emergency medical, surgical, and ambulance services to the population of San Francisco. This service is, in effect, the liaison between the emergency and the more permanent care. In performing this service, it is necessary to work closely with other units within the Public Health Department as well as the Police Department, Fire Department and Municipal Railway.

During fiscal year 1969-1970, there were 138,368 emergency admissions and 47,241 ambulance runs.

Community Mental Health Services

The Department of Public Health provides mental health services in five mental health districts and through certain units such as the Center for Special Problems. This program is carried out in conjunction with state mental facilities.

The use of the mental health services has recently been increasing rapidly because of the increase in drug abuse. Mental health services are also extended to those who experience problems with alcohol, display antisocial behavior, or are otherwise emotionally disturbed.

The five mental health districts, whose boundaries are coterminous with the five health districts discussed below, are the Mission Mental Health Center, the Westside Mental Health Center, the Bayview Mental Health Center and the Sunset Mental Health Center.

Additionally, the Community Mental Health Services component includes the Bureau of Alcoholism, the Center for Special Problems, the Youth Guidance Center and the Child Psychiatric clinic.

A summary of the level of activity at the five centers and the Bureau of Alcoholism in fiscal year 1969-1970 is shown as Exhibit II-8.

The total 1970-1971 budget for the Community Mental Health Services component is $17,207,513, of which $5,425,371 is budgeted for the Mental Health Centers.

District Health Centers

Routine public health and preventive medical services are provided in the neighborhoods through five district health centers. The location and boundaries of the centers are shown in Exhibit II-9. The population served in each district ranges from approximately 120,000 to approximately 200,000. The centers aim at the prevention of illness and disease as well as early diagnosis and treatment to prevent prolonged hospitalization. In fiscal year 1970-1971 the health centers are budgeted for $2,767,164. The level of activity is shown in Exhibit II-10.

SAN FRANCISCO COMMUNITY MENTAL HEALTH SERVICES

DIRECT SERVICES PROVIDED BY THE MENTAL HEALTH CENTERS IN FISCAL YEAR JULY 1969 - JUNE 1970

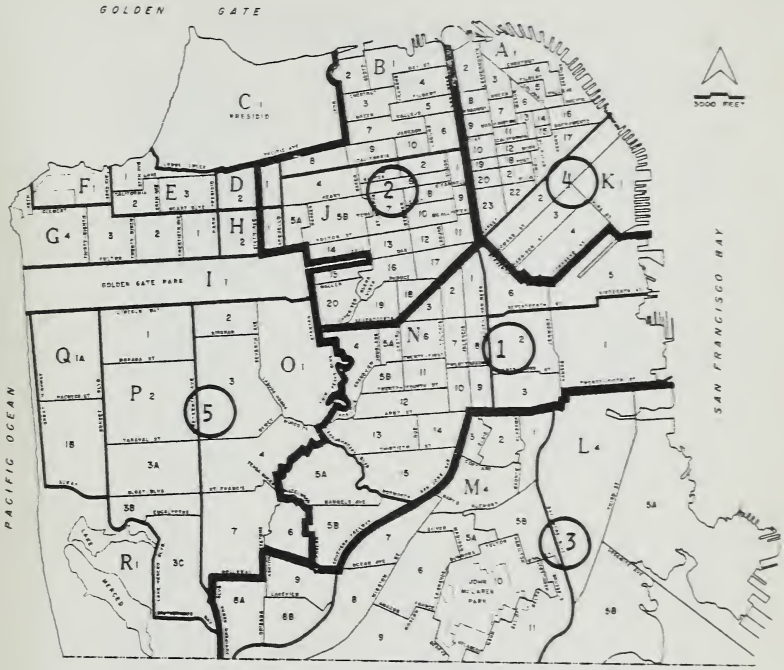
| | MHC #1 Mission | MHC #2* Westside | MHC #3 Bayview | MHC #4 Northeast | MHC #5 Sun-Rich | Total | **Bur. of Alcoholism |
|---|---|---|---|---|---|---|---|
| A. Number Of Different Patients Served | 1,404 | 2,537 | 1,130 | 1,411 | 530 | 7,012 | 565 |
| Number given 24-hour care | 705 | 797 | 518 | 600 | 0 | 2,620 | 254 |
| Number given partial-day care | 151 | 326 | 522 | 237 | 213 | 1,499 | 0 |
| Number given outpatient care | 869 | 1,414 | 666 | 574 | 405 | 3,928 | 432 |
| B. Amount Of Care Provided | | | | | | | |
| Number of 24-hour days | 6,513 | 12,498 | 5,728 | 7,792 | 0 | 32,531 | 3,542 |
| Number of partial days | 4,975 | 10,456 | 3,643 | 1,848 | 5,403 | 26,325 | 0 |
| Number of outpatient interviews | 12,354 | 26,042 | 5,751 | 9,319 | 4,180 | 57,646 | 901 |
| Number of outpatient sessions | 8,468 | 22,754 | 4,919 | 8,715 | 3,206 | 48,062 | 570 |
| C. Total Professional Staff Hours | 120,918 | 325,666 | 97,682 | 40,331 | 30,620 | 615,217 | 13,892 |
| D. Equivalent Number Of Full-Time Positions | 60 | 163 | 49 | 20 | 15 | 307 | 17 |

* Privately operated

** Commenced operation 2/1/70

EXHIBIT II-8

# DISTRICT HEALTH CENTERS




| | |
|---|---|
| Center 1 (Mission) | 3850 17th Street |
| Center 2 (Westside) | 1301 Pierce Street |
| Center 3 (Bayview-Hunters Point) | 1525 Silver Avenue |
| Center 4 (Northeast) | 799 Pacific Avenue |
| Center 5 (Sunset-Richmond) | 1351 24th Avenue |

SELECTED STATISTICS OF HEALTH CENTER SERVICES
JULY 1969 to JUNE 1970

| | DHC 1 | DHC 2 | DHC 3 | DHC 4 | DHC 5 |
|---|---|---|---|---|---|
| Total Population | 124,200 | 164,600 | 146,800 | 102,000 | 169,300 |
| **Child Health Conferences** | | | | | |
| Number of sessions | 341 | 166 | 515 | 318 | 142 |
| Total visits | 4,685 | 1,765 | 6,791 | 4,139 | 2,201 |
| Individuals seen | 2,070 | 1,198 | 2,518 | 1,814 | 861 |
| Average Attendance | 13.6 | 10.6 | 13.2 | 13.0 | 15.5 |
| Tests and immunization | 7,560 | 2,198 | 6,727 | 5,346 | 2,285 |
| **Immunization Clinic** | | | | | |
| Number of sessions | 23 | 26 | 87 | 111 | 23 |
| Total visits | 3,211 | 1,593 | 3,246 | 4,407 | 2,934 |
| Average attendance | 139.6 | 61.0 | 37.3 | 39.0 | 127.5 |
| Tests and immunization | 3,957 | 3,212 | 3,949 | 8,238 | 4,372 |
| **Family Clinic** | | | | | |
| Number of sessions | 96 | 91 | 98 | 146 | 49 |
| Total visits | 1,762 | 1,055 | 1,529 | 1,951 | 673 |
| Individuals seen | 925 | 600 | 720 | 907 | 394 |
| Average attendance | 18.0 | 11.6 | 15.5 | 13.0 | 13.7 |
| Tests and pap smears | 1,869 | 1,076 | 1,170 | 1,373 | 623 |
| **Health Screening** | | | | | |
| Number of sessions | 86 | 54 | 47 | 50 | 51 |
| Total visits | 606 | 418 | 428 | 412 | 523 |
| Average attendance | 6.9 | 7.7 | 9.1 | 8.0 | 8.8 |
| Tests and immunization | 367 | 355 | 463 | 40 | 63 |
| **Pregnancy Tests** | 254 | 287 | 115 | 238 | 258 |
| **Dental Clinic** | | | | | |
| Patient visits | 3,865 | 1,369 | 4,116 | 1,586 | 731 |
| Restorations | 3,761 | 1,984 | 4,227 | 1,640 | 913 |
| Extractions | 880 | 262 | 407 | 587 | 74 |
| Other treatment | 711 | 820 | 1,965 | 449 | 245 |
| X-Rays | 2,279 | 783 | 1,635 | 0 | 457 |
| **School Health** | | | | | |
| Number of schools | 44 | 33 | 46 | 18 | 48 |
| Enrollment | 23,914 | 16,130 | 30,800 | 10,962 | 37,000 |
| Nursing hours per week | 260 | 292 | 280 | 142 | 363 |
| Number of P.E.s | 1,241 | 414 | 2,908 | 1,610 | 1,589 |
| Number of Tbc. tests | 2,518 | 3,034 | 3,626 | 3,270 | 6,889 |
| **Public Health Nursing** | | | | | |
| Home visits | 21,477 | 15,982 | 15,469 | 10,315 | 8,765 |
| **Environmental Health** | | | | | |
| Number of complaints | 2,747 | 3,005 | 1,911 | 1,818 | 1,267 |
| Number of inspections | 15,415 | 15,388 | 6,680 | 7,298 | 6,445 |
| **Podiatry Clinic** | | | | | |
| Number of sessions | 0 | 0 | 50 | 3 | 5 |
| Total attendance | 0 | 0 | 408 | 10 | 36 |
| **Chest X-Rays** | 0 | 0 | 0 | 0 | 1,711 |
| **Parent's Classes** | | | | | |
| Number of classes | 0 | 0 | 0 | 0 | 127 |
| Total Attendance | 0 | 0 | 0 | 0 | 1,188 |

According to the Department's Annual Report, the comprehensive services provided by these centers include:

"- Child health conferences - thirty-six clinics in seventeen different locations throughout the City are held each week to provide physical examinations, immunizations and health counseling for infants and children to school age.

- Immunization clinics - immunizations and tuberculin tests are available for children and adults in each health center in order to maintain the immune level of the citizens of the City.

- Dental clinics - dental care, including prophylaxis, extractions and restorations, is available for children in each health center.

- Cancer screening and family planning clinics - these clinics offer examinations of the thyroid, breasts and genital organs for signs of cancer, in addition to family planning services and counseling.

- Health screening clinics - physical examinations are offered to students and adults for job qualification, school athletic participation, college entrance or as routine check-ups. Since no treatment is offered, those with symptoms are referred to other sources of medical care.

- Pre-school clinics - during the summer, these clinics offer screening examinations for children entering school for the first time. These include a physical examination, vision and dental checks, a urinalysis and hematocrit, and an assessment of growth and development.

- Decentralized chest clinics - in Districts 2 and 4, these weekly clinics provide follow-up treatment for patients with tuberculosis, and prophylactic treatment of infected individuals to prevent the development of active tuberculosis.

- Information and referral - each health center staff is prepared to provide up-to-date and accurate information concerning health and medical care, as well as to refer citizens to other medical resources.

- Health education - in the course of making home visits, performing inspections or working in clinics, the health staff teaches the essentials of healthful living.

- Public health nursing - the district public health nurses divide their time between home visiting, the school health program, clinics and group activities. Each nurse is assigned to a small district and she provides public health nursing to the families in that area. She visits expectant mothers, infants, children with handicapping conditions, patients with communicable diseases, tuberculosis, mental illness, chronic illness and problems of advancing age. Families are referred to nursing service by physicians, hospitals, clinics, social service agencies, neighbors and relatives.

- Environmental health - the district health inspectors provide ongoing surveillance of all food-handling establishments, swimming pools, laundries, school cafeterias and industrial plants. They also investigate complaints from private citizens or official agencies about unhealthy or unsanitary conditions.

- Teaching programs - the health centers provide field experience for advanced students in the following fields: medical, dental, health education, nutrition, rehabilitation and social work."

In performing all these services, the health center staffs develop and maintain meaningful communication with various community groups in their neighborhoods.

Other Community Medical Services

The Department of Public Health has other units, bureaus or divisions which offer many other community medical services in addition to the district health centers including:

- Nalline Clinic (narcotic detention clinic)

- Bureau of Environmental Health

- Bureau of Disease Control and Adult Health

- Division of Tuberculosis Control

- Division of Venereal Disease Control

- Bureau of Maternal and Child Health

- Bureau of Dental Health

- Bureau of Public Health Nursing

- Microbiology Laboratory

- Public Health Chemistry Laboratory

- Bureau of Dairy and Milk Inspection

- Bureau of Health Education

## CITIZEN PARTICIPATION

The Department of Public Health stresses its policy of involving citizens in the development and operation of its programs. This concern for working with the people of the various neighborhoods is reflected in its use of a decentralized district structure to provide medical services.

### Advisory Bodies

The Department has established advisory bodies to facilitate its communications with residents. For example, the Mission Mental Health Center Policy Board was formed in 1969 to broaden and strengthen that center's relationships with the community. Subsequently, the Northeast Mental Health Center, Inc. was formed by a group of agencies serving the Northeast area of the City. The Sunset Mental Health Center used a community group to assist it in preparing a staffing grant application. Although a single advisory group in the Bayview District has not been formed because of its size and demographic characteristics, relationships have been formed with subsection groups within the District. The Bureau of Alcoholism in 1969 took steps to form a broad-based community advisory group, and the Center for Special Problems has a prestigious Research Advisory Committee.

As was previously discussed, the district health center staffs seek close contact with neighborhood residents and groups. Such groups include the Mission Neighborhood Health Center, the Haight-Ashbury Clinic, Model Cities task forces, the Sunset Parkside Education and Action Committee, the North East Medical Services, and several others including EOC.

Bureau of Public Nursing staff members work with groups such as Hays Valley Mothers Group, Off Ramp, Waldin House, Hospitality House, Bays Club, Bayview-Hunters Point Community Health Services, Mount Zion Children and Youth Project and many others.

The Bureau of Health Education develops extensive communication with the public through its education programs which include the Weekly Bulletin, the free-loan health education film library (films shown to 37,233 people in 1969-1970), and numerous informational health presentations.

## F - DEPARTMENT OF SOCIAL SERVICES

The Department of Social Services is administered by the General Manager who is selected by the five Social Services Commissioners. With the help of other community resources, the function of the Department is to provide financial, medical, and social services to all eligible persons in San Francisco. The Social Services Commission has adopted as its philosophy:

> "The right of every individual to achieve and maintain personal dignity and, within the framework of law and custom, to exercise full self-determination; the right of all persons to fair and equal treatment; every person's responsibility to support himself and his family to the extent of his capabilities; the responsibility of the Department of Social Services as an agent of society, to work for the eradication of conditions conducive to financial and personal impoverishment and dependency."

### GENERAL BACKGROUND

The Department of Social Services had a budget of $105,571,829 for fiscal year 1969-1970. The sources of funds were as follows:

| Source | Amount | Per Cent |
|---|---|---|
| Federal government | $47,113,068 | 44.6 |
| State government | 32,768,180 | 31.0 |
| Local government | 25,616,543 | 24.3 |
| Private | 74,038 | 0.1 |

Of the total amount, $89,488,970 or 84.8 per cent was paid out to an average of 84,147 grant recipients per month.

The Department's total staff as of June, 1970 was 1,390. Of this total, 690 were direct program workers (341 assigned as service workers and 349 as eligibility workers) and 138 were first line supervisors.

The Department is housed in five separate locations which are listed below with the units assigned to each one:

| Address | Units |
|---|---|
| 585 Bush | Administration<br>Administration Services |

| Address | Units |
|---|---|
| 585 Bush (Cont'd) | Accounting<br>Central Intake<br>Medical<br>Personnel<br>Staff Development<br>Volunteer Services |
| 150 Otis | Aged (OAS)<br>General Assistance (GA)<br>Blind Aid (BA) |
| 1680 Mission | Specialized Children's Services |
| 1360 Mission | Disabled (ATD)<br>Community Services<br>Food Stamps |
| 965 Mission | Family Programs<br>Educational Training and Rehabilitation |

Perhaps more than any other City department, Social Services' functions and activities are oriented to serving the poor of San Francisco. Therefore, all of the programs operated by the Department will be discussed in the following section dealing with programs which have a significant impact on the poor.

## PROGRAMS WITH A SPECIAL ORIENTATION

The programs operated by the Department of Social Services can most easily be categorized, as the Department does in its Annual Report, into basic programs, specialized services for children, specialized services for adults, and complementary and ancillary programs. Exhibit II-11 summarizes the program expenditures for fiscal year 1969-1970.

### Basic Programs

The basic programs of Social Services all deal with public assistance. The best summary description of these programs is in the Department's fiscal year 1969-1970 Facts & Figures publication as follows:

> "Aid To Families With Dependent Children (AFDC). The AFDC Program aims to meet the financial and medical needs of deprived children and their families, and enables parents to

# SAN FRANCISCO DEPARTMENT OF SOCIAL SERVICES
## CASELOADS, EXPENDITURES, AND SOURCE OF FUNDS
## FISCAL YEAR 1969-70

| | Average Recipients Per Month | Total Disbursements: Amount | Total Disbursements: Amount With Allocated Operating Costs | Source Of Funds: Federal Amount | Source Of Funds: State Amount | Source Of Funds: San Francisco Amount | Source Of Funds: Private Amount |
|---|---|---|---|---|---|---|---|
| **Public Assistance** | | | | | | | |
| Old Age Security | 15,351 | $23,522,739 | $ 27,102,278 | $11,776,055 | $ 10,248,515 | $ 1,498,169 | |
| Aid To Families With Dependent Children | 46,973 | 33,136,510 | 38,178,378 | 14,322,551 | 10,835,695 | 7,978,264 | |
| Aid To The Blind | 712 | 1,604,964 | 1,848,635 | 784,058 | 642,444 | 178,462 | |
| Aid To The Disabled | 10,464 | 18,712,495 | 21,559,559 | 8,859,633 | 8,645,596 | 1,207,266 | |
| Foster Care Of Children | 2,511 | 5,088,476 | 5,863,202 | 377,961 | 1,410,294 | 3,300,221 | |
| General Assistance | 7,882 | 7,086,058 | 8,161,679 | | | 7,086,058 | |
| Refugees And Repatriates | 254 | 288,568 | 332,179 | 288,568 | | | |
| Special Shelter Allowance AFDC | | 30,044 | 34,144 | 14,359 | 10,588 | 5,097 | |
| Special Shelter Allowance OAS | | 19,116 | 21,846 | 9,432 | 8,241 | 1,443 | |
| Sub-Total Assistance | | $89,488,970 | $103,101,900 | $36,432,617 | $31,801,373 | $21,254,980 | |
| **Operating Costs** | | | | | | | |
| Public Assistance Programs | | $13,612,930 | | $ 9,398,478 | $ 204,069 | $ 4,010,383 | $ |
| Other Welfare Programs | | 2,469,929 | | 1,281,973 | 762,738 | 351,180 | 74,038 |
| Sub-Total Operating Costs | | $16,082,859 | | $10,680,451 | $ 966,807 | $ 4,361,563 | $74,038 |
| Grand Total | | $105,571,829 | | $47,113,068 | $32,768,180 | $25,616,543 | $74,038 |

| | Total | Federal | State | County | Private |
|---|---|---|---|---|---|
| **Other Welfare Programs** | | | | | |
| Adoption Program | $ 481,930 | $ | $481,930 | $ | $ |
| Adoption Fees | 61,113 | | 61,113 | | |
| Food Stamp Program | 102,526 | 44,695 | | 57,831 | |
| Licensing Of Boarding Home | 42,610 | | 38,886 | 3,724 | |
| Maternity Care | 72 | | 72 | | |
| Home Makers Training Project | 69,487 | | 69,487 | | |
| AFDC Educational Training Program (ETP) | 579,784 | 434,838 | | 144,946 | |
| AFDC Work Incentive Program (WIN) | 292,904 | 219,678 | 49,423 | 23,798 | |
| Day Care Services | 733,968 | 550,476 | | 119,922 | 63,570 |
| Aid For Adoptive Children | 2,046 | | 1,381 | 655 | |
| Social Rehabilitation Services | 1,176 | 882 | | 294 | |
| State Educational Stipend | 60,441 | | 60,441 | | |
| Rehabilitation Services For Mentally Retarded Adults | 41,872 | 31,404 | | | 10,468 |
| Total Other Welfare Programs | $2,469,929 | $1,281,973 | $762,738 | $351,180 | $74,038 |

maintain a home for their children. Its basic goals are to prevent dependency when possible, to restore those who are dependent to the maximum degree of self-sufficiency, and to preserve and strengthen family life by helping people overcome financial and social problems. It attempts to make it possible for people, both adults and children, to become independent, productive members of the community.

The family supported fully or in part by an AFDC grant must of necessity budget its money much more carefully than the non-assistance family. The amount received includes allowances for food, housing, household operations, utilities, clothing, transportation, personal needs - in short, all basic family expenses.

Old Age Security (OAS). The purposes of the Old Age Security Program are to furnish financial assistance and medical care to needy persons, 65 years of age and over, and to provide services to help them retain or attain capability for self-care. Special services are provided to improve or change living conditions that are hazardous to life or health. Many of the aged need help because of physical handicaps, frailties, or impaired judgment, including help with wise expenditure of funds and protection against exploitation by others and prevention of physical and social isolation. Many services are required to help them be aware of available medical resources and to help them follow a prescribed medical plan once it is made. When the time comes that self-care is no longer possible, careful and considerate planning is offered to assure that the best possible out-of-home care arrangements are made.

Aid To The Disabled (ATD). The Aid to the Disabled Program provides financial aid, medical assistance, and social services to needy, disabled persons over 18 years of age. The disability must be such that the person is permanently and totally unemployable because of illness or physical, mental, or emotional impairment.

Aid To The Blind (AB) and Aid To Potentially Self-Supporting Blind (APSB). A needy person over 16 years of age with severe visual impairment may be eligible for assistance to the blind. Eligible recipients could be eligible for either the Aid to the Blind Program, or the Aid to the Potentially Self-Supporting Blind Program. The latter program, financed by state and local funds (as compared with federal, state and local funds for the former), offers encouragement for blind recipients to become self-supporting through jobs and business endeavors.

The Blind Aid Program, involving a rather stable caseload, is the smallest categorical aid program in the Department.

California Medical Assistance Program (Medi-Cal). The Medi-Cal Program provides a comprehensive range of medical care (inpatient and outpatient) to all categorical aid recipients and to non-recipients who meet the eligibility requirements. The Department maintains a Medical Advisory Committee with representatives from the Department of Public Health, the San Francisco Medical Society, the San Francisco Hospital Conference and various health planning organizations. The committee meets monthly for exchange of information and coordination of the Department's medical activities with other health services activities in the City.

General Assistance (GA). The General Assistance Program is a locally financed program available to needy unemployable who do not meet eligibility requirements for any of the categorical aid programs. The majority of individuals receiving GA have multiple physical, emotional, and social handicaps which prevent them from functioning normally and from engaging, at least for the present, in gainful employment."

Specialized Services For Children

Within the Family and Children Programs, financed through AFDC, are many specialized programs, e.g., Protective Services, Homemaker Services, Day Care for children, Foster Home Placement, licensing of homes for children, Adoptions, State Pre-School Compensatory Education. These specialized services, along with the regular ongoing family services, are administered separately from the eligibility and income maintenance function. The Commission has established a Family and Children's Advisory Committee to help develop policy and enhance program implementation. The Committee is composed of recipients, representatives of recipients, and other lay and professional persons concerned with providing adequate and comprehensive services. Following is a summary of some of the programs and their functions:

"Protective services. Under this program the Department receives and investigates complaints from the community regarding children's welfare when the situation does not seem to warrant court referral. Social workers cooperate with schools, health agencies, private agencies and other community resources to provide integrated services for families in which children may be in danger of becoming abused, neglected or delinquent.

Foster home placement. The Department screens and accepts children for placement in foster homes or child care institutions when the parents are unable to care for them at home. Whenever possible, the social workers work with the parents or interested relatives toward reestablishing the family so that the child may return home.

Adoption services. This program provides counseling and other services to parent(s) requesting placement of their children in adoption. The Department supervises children in pre-adoptive foster homes and prepares them for adoption, studies families requesting to adopt and prepares them for adopting a child, and provides supervision and counseling to families with whom the Department has placed a child for adoption.

State pre-school education program. The program provides compensatory pre-school education for economically disadvantaged children aged three to five years. The program is administered jointly by the State Department of Education and the State Department of Social Welfare. The Department is delegated the responsibility for certifying eligible children to the program and for providing services when requested. Receipt of assistance is not one of the criteria for eligibility."

Specialized Services For Adults

The Department program which focuses on the adult population has three components.

"Adult protective services. These services are offered aged, mentally ill or retarded patients to enable them to return to the community from state hospitals. The staff works with friends, relatives, the State Bureau of Community Services lawyers and doctors to assist recipients sustain a local living place and make a satisfactory adjustment.

Licensing of residential care homes for the aged (RCHA). Under this program, social workers are responsible for licensing and supervision of boarding homes for ambulatory aged residents.

Single men's rehabilitation center (SMRC). This center, located near Redwood City, provides food, medical and dental care and occupational and recreational activity for single men with a drinking problem."

Complementary And Ancillary Programs

The Department of Social Services operates five additional programs which have a significant impact on the poor.

"Food stamp program. This program permits low-income residents to purchase approximately 30 per cent more food per month. The Federal Department of Agriculture, Health, Education and Welfare and the State Department of Social Welfare have responsibility for the program which is administered through Social Services.

Educational training and rehabilitation service (ETRS). The Education and Rehabilitation Services Division of the Department maintains liaison on matters concerning its function and, particularly, ensures effective interagency liaison on the Work Incentive Program (WIN). Staff efforts are concentrated on AFDC recipients with potential for employment or rehabilitation leading to employment.

Community services. This division of the Department has the responsibility of developing and maintaining communication with organizations and residents in the community. The staff disseminates information to the groups and residents and is active in community planning. In 1969-1970, this six-member staff handled over 1800 individuals' requests and also worked with groups such as Model Neighborhoods, consumer groups and the City-wide Youth Council. One staff member is a housing coordinator and last year handled over 500 requests for housing referral and 358 requests to participate in the Special Shelter Payment Program.

Volunteer services program. The Department makes extensive use of volunteer help to supplement paid staff. In 1969-1970, 352 volunteers served 18,735 man-hours. Their activities include tutoring, language interpretation, visiting the handicapped and supervising children of recipients.

New careers. The Department participates in the CEP New Careers program by providing eight new careerist positions in the Agency. They spend one-half their time in academic training and one-half working in family and children programs."

## CITIZEN PARTICIPATION

In the Department's day-to-day activity, it has great contact with the poor of San Francisco. The Department stresses good communication with the residents to keep abreast of the feelings of those it serves. To this end, it organized the Community Services Division with the responsibility to gather input from the poor.

Additionally, due to the nature and purpose of the programs it operates, the Department maintains extensive liaison with other groups serving the poor. In its Annual Report, the Department mentions other agencies or groups it works with including:

> "State Department of Rehabilitation, San Francisco Unified School District (Adult and Occupational Education, Skills Centers, and Junior Colleges), MDTA, Human Resources Development, Neighborhood Youth Corps, Concentrated Employment Program, National Alliance of Businessmen JOBS Program, OEO, and other community private and public agencies involved with training programs and services for the handicapped. In addition, ETRS provided representation on the Cooperative Area Manpower Planning System (CAMPS) Committee which coordinates all federally funded manpower training programs in San Francisco, and on the Employment Rehabilitation Committee of the County Welfare Directors' Association.
>
> From July 1 to August 28, 1969, 30 young men and women worked in the Department of Social Services under the Mayor's Summer Youth Employment Program. These youths were disadvantaged young people - inexperienced, and unable to find regular summer employment. They were interviewed by ETRS counselors and assigned to various programs within the Department where they received on-the-job training and supervision from clerical and social work staff. The aim of this program was to provide a meaningful work experience, and to encourage them to continue their education."

## G - FIRE DEPARTMENT

The Fire Department is managed by three Commissioners who are appointed by the Mayor. The Fire Commission, in turn, appoints the Fire Chief who is the Chief Operating Officer of the Department. The Fire Department is responsible for protecting San Francisco against loss of life and property.

### GENERAL BACKGROUND

The Fire Department has 1,810 budgeted positions in fiscal year 1970-71. Of these positions, 1,756 are assigned to engine companies, truck companies, and rescue squad, salvage companies and other operating components. The Fire Department's budget calls for an expenditure of approximately $25.7 million; of this amount, $24.7 million is allocated to salaries, wages, overtime and holiday pay and differential pay. The Fire Department has 182 vehicles in service and another 88 in reserve.

The organization of the Department is shown in Exhibit II-12. As can be seen from this chart, the Department is organized into a Division of Administration, a Division of Fire Prevention and Investigation, a Division of Special Services, a Division of Training and a Community Relations Bureau in addition to the fire fighting service.

In fiscal year 1969-1970, the Fire Department responded to more than 33,600 emergency alarms. The types of alarms are summarized in the following chart from the Department's 1969-1970 Annual Report:

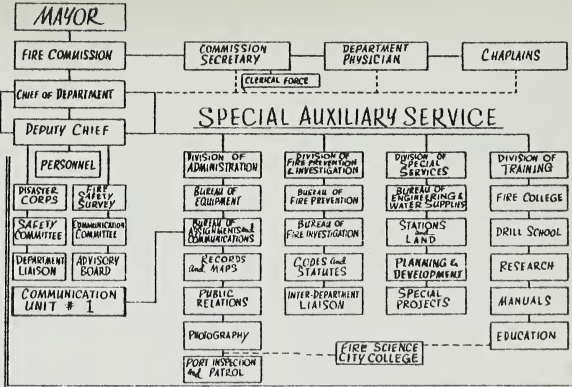
| Type of Response: (1969-1970) | |
|---|---|
| Building Fires: | |
| Theaters | 6 |
| Public assembly | 197 |
| Schools | 84 |
| Institutions | 53 |
| Hazardous | 30 |
| Business | 399 |
| Nonhazardous | 6 |
| Residential | 2,977 |
| Vacant buildings | 145 |
| Other, miscellaneous buildings | 160 |
| Vehicles | 1,550 |
| Wharves and piers | 41 |
| Boats and ships | 12 |
| Grass and rubbish | 4,720 |

1969-1970

SAN FRANCISCO FIRE DEPARTMENT

# BASIC ORGANIZATION CHART

SEC: 203 RULES & REGULATIONS




## FIRE FIGHTING SERVICE

3 DIVISIONS
11 BATTALION DISTRICTS
47 ENGINE COMPANIES
20 TRUCK COMPANIES
* 7 HOSE TENDERS
4 SALVAGE COMPANIES
2 RESCUE COMPANIES
2 SERVICE UNITS
1 FIRE BOAT
* 13 SPECIAL UNITS
1 AIRPORT SECTION

IN SERVICE

| | | | ENGINES | TRUCKS | H.T. | SALV. | RESCUE | F.B. | SPECIAL UNITS |
|---|---|---|---|---|---|---|---|---|---|
| DIVISION # 1 | BATTALION # 1 | 4 STATIONS | 1-5-28-41 | 2-13 | 1-8 | 3 | | | VALVE UNIT |
| | BATTALION # 2 | 4 STATIONS | 6-14-27-29 | 6 | | 1 | | | W.T. 3 & 4 FUEL UNIT; HEF 1 & 2 |
| | BATTALION # 3 | 6 STATIONS | 2-4-9-17-35 | 1-8 | 4 | | 1 | 1 | W.T. # 1 & 2 S.L. # 1 & 2 AIRCOMPRESSOR COFFEE UNIT |
| DIVISION # 2 | BATTALION # 4 | 4 STATIONS | 3-8-15-20 | 3-4-16 | 7 | 2 | 2 | | |
| | BATTALION # 5 | 4 STATIONS | 21-26-34-40 | 5-10-12 | 5 | | | | SERVICE UNIT # 1 |
| | BATTALION # 7 | 4 STATIONS | 22-36-46-47 | 14 | | | | | |
| | BATTALION # 8 | 4 STATIONS | 23-44-45-49 | 18-20 | | | | | SERVICE UNIT # 2 |
| DIVISION # 3 | BATTALION # 6 | 4 STATIONS | 7-10-13-24 | 7-11 | 6 | 4 | | | |
| | BATTALION # 9 | 5 STATIONS | 30-33-38-39-43 | 15-19 | | | | | |
| | BATTALION # 10 | 4 STATIONS | 11-18-32-42 | 17 | | | | | |
| | BATTALION # 11 | 5 STATIONS | 16-19-25-37-48 | 9 | 3 | | | | FOAM UNIT |
| | AIRPORT | 2 STATIONS | AIRPORT RESCUE COMPANIES 1 and 2 | | | | | | |

* RESERVE STATUS H.T. 3,5,7 & 8: W.T. 2,3 & 4: FUEL UNIT: HI-EX FOAM 1 & 2: S.L. 1: COFFEE UNIT: FOAM UNIT:

EXHIBIT II-12

| | |
|---|---|
| Miscellaneous fires | 602 |
| Resuscitation | 439 |
| Greater alarm response | 176 |
| Special call response | 151 |
| Emergencies other than fires | 8,516 |
| False alarms | 13,355 |
| Total | 33,619 |

A rather new problem faced by fire departments throughout the country is harassment of personnel while serving the public. During the fiscal year of 1969-70, the incidents of harassment in San Francisco involving firefighters as stated in the Annual Report were as follows:

| | Type of Harassment | Number of Incidents |
|---|---|---|
| 1. | Rocks and other types of missiles thrown at firefighters or responding apparatus | 31 |
| 2. | Verbal abuse and threat of bodily harm | 7 |
| 3. | Rocks and other missiles thrown in or at fire stations | 5 |
| 4. | Firefighters threatened by rifle fire | 2 |
| 5. | Fire bombs thrown in or at fire stations | 2 |
| 6. | Illegal attempt to force entry into fire stations | 2 |
| 7. | Attempt to block fire apparatus returning to quarters | 1 |
| 8. | Fire apparatus struck by rifle fire | 1 |
| | Total | 51 |

Through its Office of Public Relations and Education and its Community Relations Bureau, the Department makes a continuous effort to curtail this type of harassment.

## PROGRAMS WITH A SPECIAL ORIENTATION

During a meeting with the top officials of the Fire Department, the Department volunteered to compile a description of the programs it operates, in addition to its normal firefighting activities, which have a social program orientation. The Department subsequently forwarded the following document which appears in total except for minor editing:

> "The following are the public relations programs conducted by the San Francisco Fire Department which may be of value to you in the organization of the District Council Concept for the EOC:
>
> 1. Fire League Athletic And Musical Events (FLAME)
> 2. Christmas Toy Program
> 3. Fire Department Museum
> 4. Fire Safety Technician Program
> 5. Fire Prevention and Life Safety Program (Bureau of Fire Prevention)
> 6. Photographer Display and Lecture Programs Relative to Fires
> 7. Artificial Respiration and Cardiac Massage Instructors
> 8. Safety Survey Program
> 9. Community Relations Program
> 10. Fire Reserve Program
> 11. Fire Station Visits
> 12. Fire Service Recognition Day
> 13. Fire Prevention Week
>
> FLAME
>
> The FLAME Program was started with a group of men within the San Francisco Fire Department representing the various organizations within the Department who felt that something should be done for the youth of the City whereby they could be kept busy during their free hours and it also provides an opportunity for the youth of the City to know the firemen on a more personal basis and, through the children, the parents become more knowledgeable of the Fire Department.
>
> The FLAME Program, which started in September of 1969 with ten softball teams and approximately 200 boys, has since expanded to well over 1,000 boys and girls in such sports as baseball, basketball and swimming. Trips to San Diego and Disneyland as well as

a tour of the Navy Aircraft Carrier U.S.S. Ranger were some of the outside activities given to the youth involved in this program.

The program started with a donation of $300.00 and during the first full year of operation $10,000.00 was funded for its operation. The program budget for the year 1971 calls for a spending of approximately $20,000.00. There is no cost to the City for this program as all funds are donated by Fire Department members, private citizens, and organizations within the City. One fireman is assigned as coordinator and manager of the program. All other supervisory functions are provided by firemen on their off-duty time. All schools and the Park and Recreation Department have been made aware of the availability of this program for any interested child.

CHRISTMAS TOY PROGRAM

This is a program, sponsored by the Fire Fighters Union, Local #798, AFL-CIO, whereby thousands of toys are distributed to children of poor families throughout the City each Christmas season. Toys in need of repair are reconditioned by firemen mainly on a voluntary basis.

In the Christmas season of 1970, 1,956 families received communications from the Toy program. This represents an average of 4.2 children per family receiving toys.

Toys were also distributed to:

Head Start Program - 600 children
Haight-Ashbury Child Care Center - 80 children
General Hospital - 30 children
Blind and Handicapped Children - 39 children
Christmas Lights (Mayor Alioto's Party) - 60 children
Lincoln Grammar School - 50 children
St. Kevins - 50 children
Western Addition Youth Club - (pool table)
Mexican American Club - 75 children
Delano Children - 100 children
Berkeley Church of God - 200 children
Also a group of foster homes, about 150 children

Grand total of 9,600 children

Cost to the City: Wages - seven firemen for two months, firehouse space at Engine Company #4 and at old Engine Company #7. Fire Department utility truck - relief engine for one week, paint brushes and thinner, brooms, towels, etc.

Cost to Firefighters Union Charitable Fund - $2,100.00 for postage, phones, gratuities, plastic bags, marking pencils, staple gun and staples, kitchen supplies, welding rod, gases, and toy and bike parts.

## FIRE DEPARTMENT MUSEUM

The San Francisco Fire Department Pioneer Memorial Museum was officially dedicated on October 5, 1964. It is located adjacent to the quarters of Engine Company #26 and Truck Company #10, 655 Presidio Avenue and is open to the public daily, from 1300 to 1700 hours.

During the period from July 1, 1968 to June 30, 1969, 4,351 guests visited the Museum.

Numerous school children of San Francisco have made regular visits to the Museum in connection with their studies. Other groups of children include: Boy Scouts, Cub Scouts, Girl Scouts, Recreation Centers, Social Development Centers, Senior Citizens and members of Historical Societies. People from various states and many foreign countries have also visited the Museum.

## FIRE SAFETY TECHNICIAN PROGRAM

Program Authors
San Francisco Fire Department
San Francisco Economic Opportunity Council
San Francisco Civil Service Commission
Department of Labor, MAR
Mayor's Manpower Representative

The purpose of this program is to acquaint community residents with the Fire Department - its purpose, functions, objectives, operating procedures, scope of jurisdiction and responsibility, its employment opportunities and any other factors which may promote better understanding of the Fire Department.

The program has a small group of twenty-three (23) "Fire Safety Technicians" employed, through Civil Service classification, in a career development program designed to strengthen the community relations and fire safety programs of the Department. Their role is to establish communications between the Fire Department and the target area residents, interpreting each to the other, and bringing about cooperation between the two.

This entry classification differs from the present route into the Fire Department in requiring a specific and needed skill for appointment in this entry class. It offers a promotional route of entry into the 'H-2 Fireman' classification. It will, however, in no way change the requirements for entry into the Fireman Class or detract from the present standards of entry.

The Fire Safety Technician Program has a duration of from nine (9) to fifteen (15) months. At the end of nine (9) months it is anticipated that some, if not all, of the Fire Safety Technicians will be eligible to take a promotional examination which will qualify them for entry into the regular H-2 category of the Fire Department. The promotional examination will be an equivalency of the current H-2 Fireman entry level examination for the Civil Service Class of H-2 Fireman.

To qualify for entry into the Fire Safety Technician Program applicants had to:

1. Be 19 to 30 years of age
2. Meet all other C. E. P. criteria
3. Meet specifications that were set by the Civil Service Commission in the job order sent to the Human Resources Development Centers who administered applications and screening, and
4. Have a desire to be a Firefighter.

The Coordinator of the Fire Safety Technician Program is a Professional Firefighter, with the Civil Service rank of Lieutenant, who is directly responsible to the Chief of the San Francisco Fire Department.

Ninety per cent Federal - (Department of Labor) through the Economic Opportunity Act for Concentrated Employment Programs. This is Versatile Money administered by the Manpower Administration. The law under which these funds are available is the 1964 Economic Opportunity Act as amended for the Office of Economic Opportunity. The funds are obtained through a Contract between the City and County of San Francisco (Civil Service Commission) and the Economic Opportunity Council.

Ten per cent San Francisco Fire Department - In-kind contribution, i. e., manpower and office space.

Salary: $3.00 per hour, per Trainee.

Note: Uniforms and safety equipment are supplied Trainee free through Federal funding source.

## FIRE PREVENTION AND LIFE SAFETY PROGRAM

The Bureau of Fire Prevention provides a continuing public service through the availability of speakers, films and demonstrations. Subjects covered include:

The History of the Fire Department
The Services of the Fire Prevention Bureau
Recognition of and Protection from Incendiaries
Cliff Rescues
Fire Safety
Junior Fire Marshal Program
Employee Fire Safety
Convention Demonstrations and Display
Christmas Fire Safety
Arson
Hospital Fire Safety and Rescue
School Lectures Relative to Fire Safety
Fire Drills
False Alarms

This service is available to any organization, or group of citizens by request through the Chief of Department.

## PHOTOGRAPHIC DISPLAY AND FIRE LECTURES

Films and photographs, compiled by the Department Photographer, are available for showing or display by request through the Chief of Department. Our photographer is also available for a very informative and interesting lecture relative to any of his films.

## ARTIFICIAL RESPIRATION AND EXTERNAL CARDIAC MASSAGE INSTRUCTION

As a public service, and on request from any civic organization, the Department conducts an invaluable Program of Public Education on Emergency Resuscitations, relative to mouth-to-mouth artificial respiration and external cardiac massage for heart beat stoppage. Last fiscal year, 1969-70, this education program was given to 56 various community groups, involving 3,097 citizens.

## FIRE SAFETY SURVEY PROGRAM

The Fire Safety Survey Program is a public service operation of the Fire Department in which in-service companies of the firefighting force inspect and survey structures and areas within their responding areas.

The program has a dual purpose: first, to detect and correct the fire hazards common to residential occupancies; second, to enable fire companies to make pre-fire inspections of building and areas which will better prepare them for any emergencies that might occur therein. . .

All of the fire companies are working in this program and the experience, to date, has shown that this program has been well received by the public and has benefited the Fire Department by establishing good will and maintaining good public relations with the citizens of San Francisco.

The following is a statistical report of this program for fiscal year 1969-70:

| Inspections | Number |
|---|---|
| Total homes contacted | 26,521 |
| Total homes admitted | 10,222 (38.5%) |
| Total "not home" | 14,150 (53.3%) |
| Total "declined" | 2,149 ( 8.2%) |
| **Common Hazards Detected** | |
| Smoking-matches | 252 |
| Electricity | 799 |
| Flammable liquids | 382 |
| Stoves-heating | 249 |
| Rubbish-storage | 2,161 |
| Miscellaneous | 666 |
| Total | 4,509 |
| **Structural And Area Surveys** | |
| Total building and area surveys | 368 |
| Total company inspection hours | 665 |
| Total inspection days | 158 |

## COMMUNITY RELATIONS BUREAU

In 1965, the Fire Department created an informal Community Relations Unit to establish a closer rapport with the general public, and in particular with the minority community.

On April 29, 1969, the Community Relations Bureau was formally established with the appointment of a Director, whose goals are:

1. Acquaint community residents with the Fire Department, its purpose, functions, objectives, operating procedures, scope of jurisdiction and responsibility, its employment opportunities and any other factors which may promote better understanding of the Fire Department.

2. To provide the Firefighter with a new understanding of a changing community and to create an awareness of the role he must play as a professional whose responsibilities are constantly expanding.

3. Re-establish the Firefighter's image as that of a friend, as well as a protector of life and property.

4. Open lines of communication in neighborhoods which in recent years have shown unexpected hostility toward Firefighters.

5. To encourage public support for the career and salary aspirations of the professional Firefighter.

These goals, in conjunction with the foregoing services, have been implemented. It is interesting to note that in conducting recruitment for applicants for the entrance examination of the Department held in December, 1969, all Bay Area and junior colleges were visited, which resulted in receiving 288 application forms from this level of students; returning veterans were also contacted with the result of 45 applications. Further, in conjunction with the School Department, several study programs were established to assist applicants in preparation for the entrance examination.

## FIRE RESERVE PROGRAM

The members of the San Francisco Fire Department Fire Reserve are a group of dedicated citizens. Their services are volunteered to the City and County of San Francisco without remuneration.

The majority of the top officers of the Fire Reserve have served since the Reserve's inception during World War II. The Fire Science Class at San Francisco City College has been a major source of recruits during the past year.

These men are a group of specially selected and trained citizens. Training exercises are held weekly throughout the year. The Reserve

also receives on-the-job training by assisting the San Francisco Fire Department in the extinguishment of multiple-alarm fires.

The Fire Reserve Program is under the supervision of a Battalion Chief of the San Francisco Fire Department.

| | |
|---|---|
| Membership: | 110 |
| Activities: | |
| Training exercises | 64 |
| Total attendance | 1,602 |
| Man hours - training | 3,624 |
| Greater Alarms Responded To: | |
| Total | 39 |
| Attendance | 512 |
| Man hours of work | 1,396 |

## FIRE STATION VISITS

During every weekday from 10 a.m. to 4 p.m. upon request to the office of the Chief of Department, visits to a Fire Station may be scheduled for school children, Boy Scouts, Girl Scouts, or any similar organization. This program has proved of great benefit to community relations, particularly with our youth. It provides them with an opportunity to actually see the inside of a Fire Station, to touch the apparatus and to establish a closer relationship with their firemen.

## FIRE SERVICE RECOGNITION DAY

During the month of May each year, one day is proclaimed by the Mayor as "Fire Service Recognition Day." It is a day that offers the Fire Department an unusual opportunity to display to the public the professional firefighting and rescue services available to them through the Fire Department of San Francisco.

## FIRE PREVENTION WEEK

This program, which is actively sponsored throughout the United States by the National Fire Prevention Association and all municipal fire departments, is traditionally held in October to coincide with the anniversary of the Great Chicago Fire that destroyed a large part of that city in 1871.

Fire Prevention Week was originated in 1911 and encourages, through the news media of press, radio and television agencies together with related fire department programs, public interest in all phases of fire safety."

## CITIZEN PARTICIPATION

The previous section discussed many of the Department's efforts to increase communications with citizens, particularly with the poor, including the organization of the Community Relations Bureau in 1969.

One particular effort by this Bureau deserves special mention. In July, 1969, the Bureau offered a community relations course in conjunction with the Fire Science Technology Department at San Francisco City College. This course was designed to provide the firefighter with a new understanding of the changing community and to further his understanding and awareness of his role in the community. Each of the 26 participants in the course felt he did gain a new understanding and perspective as a result of the course.

## H - HOUSING AUTHORITY

The San Francisco Housing Authority was created in 1938. The housing projects built under the auspices of the Housing Authority are low-rent units financed by federal funds from the Department of Housing and Urban Development.

The Housing Authority is managed by five commissioners appointed by the Mayor; the Commission, in turn, appoints the Executive Director.

### GENERAL BACKGROUND

The Housing Authority builds, leases, modernizes and operates housing units for the low-income population of San Francisco. In fiscal year 1970-1971, the Housing Authority has estimated operation expenditures of over $8.3 million and estimated total operating revenues in excess of $8 million; the projected deficit is nearly $300,000. These figures exclude construction revenues or expenditures.

Over two-thirds of the operating revenues are derived from rental income while $732,000 comes from the federal government under the new Brooke Amendment which provides rent subvention to local housing agencies, and over $1.1 million represents Public Housing Authority contribution earned.

During fiscal year 1969-1970, the Authority was successful in securing approval of modernization programs which totaled over $8 million; of this amount, over $1.5 million had been spent by June 30, 1970.

The projects which are constructed by the Housing Authority are categorized into projects under construction, projects in planning phase, new proposed projects and potential proposals. Exhibit II-13 presents the status of these projects, their location, and the type of project as reported in the Housing Authority's 1969-1970 Annual Report.

The level of activity of the Housing Authority's operation is evidenced by the following figures which cover October 1, 1969 through August 30, 1970:

- 3,582 requests for admission to conventional housing and Section 23 leasing (units leased from the private sector)

- 1,636 registrations

- 1,184 families moved into conventional housing

# SAN FRANCISCO HOUSING AUTHORITY

## DEVELOPMENT SUMMARY
September 15, 1970

| | Number Of Units Involved | |
|---|---|---|
| | Elderly | Family |
| PROJECTS UNDER CONSTRUCTION | 638 | 4 |
| PROJECTS IN PLANNING PHASE | 1,159 | 241 |
| NEW PROPOSED PROJECTS | 622 | 79 |
| POTENTIAL PROPOSALS | 450 | 196 |
| GRAND TOTAL ALL PHASES: | 2,869 | 520 |

## PROJECTS UNDER CONSTRUCTION

| | | |
|---|---|---|
| 1. CAL 1-20, 3850 18th Street (Conventional)<br>- Construction 64% complete | 107 | |
| 2. CAL 1-28, 666 Ellis Street (Conventional)<br>- Construction 30% complete | 100 | |
| 3. CAL 1-21, Yerba Buena Center (Turnkey)<br>- Construction 37% complete | 276 | |
| 4. CAL 1-30, Hermann & Duboce (Turnkey)<br>- Construction 11% complete | 42 | |
| CAL 1-30, Lundy's Lane and Coleridge<br>- Construction to start in approximately one (1) week | | 4 |
| 5. CAL 1-23, 1880 Pine Street (Conventional)<br>- Construction started August 14, 1970<br>- Work completed to date: 0.05% | 113 | |
| Total | 638 | 4 |

| | Number Of Units Involved | |
|---|---|---|
| | Elderly | Family |
| **PROJECTS IN PLANNING PHASE** | | |
| 1. CAL 1-19 (2), 1750 McAllister (Conventional)<br>- Scheduled to go out for bids on Sept. 1, 1970 | 113 | |
| 2. CAL 1-22, 21st and Bartlett (Turnkey)<br>- Proposal submitted to HAA, July 17, 1970<br>- Meeting scheduled August 28, 1970, with HAA to discuss proposal | 131 | |
| 3. CAL 1-24 and CAL 1-18 (8) (Acquisition)<br>- Hold | 362 | |
| 4. CAL 1-26 A, Scattered Sites (Conventional)<br>First increment<br>- Revised Development Program submitted to HAA, August 18, 1970 | 99 | 90 |
| Second increment<br>- Advertisement for proposal to be constructed under the Turnkey process is in preparation | | 110 |
| 5. CAL 1-29, Arguello Boulevard (Turnkey)<br>- Appraisals submitted to HAA, August 24, 1970<br>- Cost estimating in process | 69 | |
| 6. CAL 1-31, Sanchez and Duboce (Turnkey)<br>- Appraisals submitted to HAA, August 3, 1970<br>- Cost estimating in process | 90 | |
| 7. CAL 1-32, 1700 block, Bush Street (Turnkey)<br>- Letter of Intent signed August 4, 1970<br>- Board of Supervisors approval, August 24<br>- Working drawings in process<br>- Start of construction estimated December, 1970 | 108 | |
| 8. CAL 1-33, 275 Thrift Street (Acquisition)<br>- Leased under Section 23<br>- Calendared for Social Services Committee meeting on September 17, 1970<br>- Homeownership in process, to be worked out | | 1 |

| | Number Of Units Involved | |
|---|---|---|
| | Elderly | Family |
| **PROJECTS IN PLANNING PHASE (Contd)** | | |
| 9. CAL 1-34, 48th and Noriega (Turnkey) | | 8 |
| Randolph and Head | | 16 |
| Pond and Noe | 22 | |
| - Letter of Intent signed August 11, 1970 | | |
| - Working drawings in process | | |
| - Estimated start of construction, December, 1970 | | |
| 10. CAL 1-35, 48th and Rivera (Turnkey) | | 16 |
| California and Scott | 40 | |
| - Letter of Intent signed August 4, 1970 | | |
| - Working drawings in process | | |
| - Estimated start of construction, December, 1970 | | |
| 11. CAL 1-36, 227 Bay Street (Acquisition) | 50 | |
| - Acquisition expected to be finalized by September 2, 1970 | | |
| 12. CAL 1-37, 31st and Geary Boulevard (Turnkey) | 75 | |
| - Appraising of land accomplished | | |
| - Preliminaries in preparation | | |
| Total | 1,159 | 241 |
| **NEW PROPOSED PROJECTS** | | |
| 1. 4543 Lincoln Way (Turnkey) | | 6 |
| and 4244 Judah Street | | 6 |
| - Submitted to HAA, July 22, 1970 | | |
| - No response to date | | |
| 2. Pacific and Burgoyne (Turnkey) | 116 | |
| - Revised proposal resubmitted to HAA, August 7, 1970 | | |
| - No response to date | | |
| 3. Arguello Boulevard and California Street (Turnkey) | 57 | 6 |
| - Submitted to HAA, August 21, 1970 | | |
| - No response to date | | |

| | Number Of Units Involved | |
|---|---|---|
| | Elderly | Family |
| **NEW PROPOSED PROJECTS (Contd)** | | |
| 4. Oak and Divisadero Streets (Turnkey)<br>- Proposal submitted to HAA, August 14, 1970<br>- No response to date | 101 | 17 |
| 5. Sacramento and Stockton Streets (Turnkey)<br>- Proposal submitted to HAA, August 14, 1970<br>- No response to date | 300 | |
| 6. 3766 24th Street (Turnkey)<br>- Proposal submitted to HAA, August 27, 1970 | | 14 |
| 7. 2632 Bush Street (Turnkey)<br>- To be resubmitted to HAA, September, 1970 | 10 | |
| 8. 1316 Valencia Street (Turnkey) | 23 | |
| 9. 254 San Jose Street (Turnkey) | 15 | |
| 10. 855 Treat Street (Turnkey) | | 14 |
| 11. 1265 Ninth Street (Turnkey) | | 16 |
| Total | 622 | 79 |
| **POTENTIAL PROPOSALS** | | |
| 1. 9th Avenue between Lincoln and Irving | | 16 |
| 2. Oak Street between Masonic and Ashbury | | 11 |
| 3. Page and Broderick | | 18 |
| 4. Haight and Broderick | 60 | 7 |
| 5. Hanover and Guttenberg | 40 | 50 |
| 6. Haight and Waller | 40 | 6 |
| 7. 19th and Guerrero | | 18 |
| 8. 28th and Castro | | 13 |
| 9. 465 O'Farrell | 100 | |
| 10. Greenwich | 65 | |
| 11. Alemany Boulevard and Restani Way | | 12 |
| 12. 17th and Eureka | 115 | 25 |
| 13. Clipper Street | 30 | 20 |
| Total | 450 | 196 |

- 235 Section 23 units leased

- 812 occupied Section 23 units as of August 30, 1970

- 5,747 occupied conventional units as of August 30, 1970.

## PROGRAMS WITH A SPECIAL ORIENTATION

Although all of the activities performed by the Housing Authority have a significant impact upon the poor, some of the Authority's efforts aside from the development and operation of housing units are worthy of specific mention.

### Affirmative Action Program

In 1969-1970, the affirmative action activities of the Authority were standardized with the adoption of specific guidelines. This action has resulted in an increase in the number of minority contractors working on Housing Authority projects. The guidelines included an assurance that approximately 25 per cent of the craftsmen employed on these projects would be from minority groups.

### Human Relations

The human relations component of the Housing Authority works with the recipients of the Authority's services. During fiscal year 1969-1970, to supplement the human relations staff, three social workers were hired to work specifically in the area of tenant relations. The Department has estimated that approximately $100,000 was spent in that fiscal year on the various activities of the human relations component.

## CITIZEN PARTICIPATION

As an outgrowth of the work of the human relations staff and others, the Housing Authority has involved the citizens it serves in its operation. The following activities are examples of this involvement:

- The human relations staff assists residents of family projects in forming tenant organizations and assists already formed tenant organizations

- The staff has assisted tenant involvement in the modernization program

- In Ping Yuen, the Authority cooperated with the Youth Council in a joint effort to improve playground areas which created summer jobs

- The Authority worked with two tenant organizations in North Beach in conducting an open forum program to inform residents of the services offered to them

- Each senior-citizen building in the low-rent program has active tenant organizations and together have a city-wide council which sends a representative to the Mayor's Senior Citizen Council

- Potrero has two tenant groups which are concerned with parent/child problems and with resident relationships with the Housing Authority

- Tenant organizations have recently been formed in Hunters Point and in Alemany.

## I - HUMAN RIGHTS COMMISSION

The Human Rights Commission was established by the Board of Supervisors and approved by the Mayor in 1964. The Commission consists of 15 members, appointed by the Mayor, who are to be broadly representative of the general public and of employer, labor, religious, racial and ethnic groups. The Commission selects an Executive Secretary to administer its programs.

The purpose of the Human Rights Commission is stated in Ordinance No. 209-64 in accordance with which it was established:

> "Declaration of Policy. It is hereby declared that the policy of the City and County of San Francisco is to act to give effect to rights of every inhabitant of the City and County to equal economic, political and educational opportunity, to equal accommodations in all business establishments in the City and County and to equal service and protection by public agencies; that an instrumentality should be established to give effect to such rights, to eliminate prejudice and discrimination because of race, religion, color, ancestry or place of birth, to inform the inhabitants of the City and County of developments in human relations, to provide expert advice and assistance to the officers, agencies, boards, departments and employees of the City and County in undertaking ameliorative practices to keep peace and good order and to officially encourage private persons and groups to promote and provide equal opportunity for and good will toward all people."

### GENERAL BACKGROUND

The Human Rights Commission (HRC) in 1969 had a planned emphasis on four major goals as follows:

- To increase the contact between the people and their government
- To relieve tensions or head off tension creation
- To accomplish changes in the approaches and practices of major institutions so that these institutions more effectively support our democratic society
- To improve the quality of opportunity, despite past disadvantage.

In attempting to reach these goals without a large budget, the HRC uses an approach in its work which differs from that of most departments. The HRC most often acts as a catalytic agent to bring groups together. It also fosters programs on a pilot basis which can later be adopted and institutionalized by others. Thus, the programs operated by the HRC do not cause hiring and direct provision of services by the HRC; instead, the HRC staff works to persuade other groups to operate programs which will further the thrust of equal opportunity.

In fiscal year 1969-1970, the HRC professional staff of 12 was assigned as follows:

- Executive Director (1)
- Housing (3)
- Community Organization (2)
- Human Relations (1)
- Employment (1)
- City-wide Youth Council (4)

The HRC's budget in the same year included approximately $206,000 from the City. In addition, the Commission received a private foundation grant of $32,530 for use in establishing a City-wide Youth Council. Almost $164,000 of the HRC's budget was allocated to salaries for employees.

In 1969, the HRC responded to 625 requests or complaints which fell into the following categories:

| | |
|---|---|
| - Housing | 129 |
| - Community organization | 278 |
| - Employment | 63 |
| - Public information | 121 |
| - Miscellaneous | 34 |
| Total | 625 |

## PROGRAMS WITH A SPECIAL ORIENTATION

Given the purpose of the Human Rights Commission, almost all of its activities have a significant impact on the poor. These activities most easily break down into the categories of employment, community organization, housing and youth. The HRC budget breaks down, by dividing numbers of

employees assigned to programmatic areas into the total budget, as follows:

| | |
|---|---|
| Housing | $ 34,300 |
| Employment | 102,900 |
| Community Organization | 68,600 |
| Subtotal | $ 205,800 |
| Youth (Grant) | 32,530 |
| Total | $ 238,330 |

Employment

In the field of employment, the HRC attempts to provide for training programs and to make referral and selection systems more responsive to the unemployed.

Apprenticeship Opportunities Foundation. The HRC played an active role in establishing the Apprentice Opportunities Foundation which resulted from negotiations between the HRC and the San Francisco Building Trades Council. Under the program, the building trades unions and four community organizations combined to sponsor a program to recruit and tutor young men for apprenticeship examinations. 1969 was the first year of operation, and 102 minority youth were placed in apprenticeship jobs.

Employment contract compliance. Since 1968, the HRC has been authorized to conduct pre-bid and pre-award conferences on all city contracts to establish procedures for development of affirmative action programs. The employment staff of HRC attempts to develop and monitor such programs. In 1969, the staff conducted reviews of the following major construction projects engaged by city agencies or the school district:

- Visitacion Valley Junior High School
- San Francisco City College - lab and classroom building
- San Francisco City College - student union building
- San Francisco medical center
- Southeast water pollution control plan
- San Andreas water filtration plant
- District health center No. 4
- Chinese cultural center

Public employment. The HRC worked closely with both the Police and Fire Departments to increase their minority employment. Such efforts include working on recruiting efforts and revising job requirements, as well as apprenticeship programs.

Private employment. The HRC was active in fiscal year 1969-1970 contacting private businesses or groups in an effort to establish affirmative action programs. The sponsoring companies or groups contacted included:

- White Front Department Store
- Home Furnishing Foundation Jobs Program
- San Francisco Retailers Community Relations Group
- Cement Truck Drivers Training Program
- The Airline Industry Job Program
- The Holiday Inns of America
- Project to upgrade culinary trade employment opportunities for minorities.

Survey of minority employment in restaurants. The HRC began a survey of minority representation in the higher salaried positions in famous city restaurants after hearing testimony that minorities were underrepresented This survey focused on restaurants leasing land from the City.

Chinatown garment shop industry. The HRC conducted several hearings about conditions of employment for garment shop employees. The HRC report on this study contained the following findings:

- Chinese women worked longer hours and received less pay for comparable work than other garment workers in the City.

- Welfare, health protection and other benefits that should automatically be granted to workers were lacking

- Because of cultural differences and language barriers, it would take a cooperative effort between government and the community to improve overall conditions.

Community Organization

As previously stated, a main thrust of HRC's efforts is devoted to opening up communications between groups and providing liaison to bring groups, agencies and people together.

The HRC community organization staff works in most areas of the City on a variety of issues. The community organization staff, together with the Youth and Education Committee of HRC, was involved in the following:

- Development of "Crisis In The Public Schools" report

- Establishment of school site councils

- Investigation of out-of-district student permit policy

- Participation on many school advisory committees

- Minority group counseling internships and other counseling and guidance activities

- Participation in a black parents and teachers group meeting with key school personnel

- Hearing complaints about schools in the Potrero Hill and Mission communities

- Participation in development of Richmond and Park South Education complexes.

In addition, the community organization staff continued involvement with its Chinatown-North Beach Advisory Council and the Spanish-Speaking Advisory Council.

The HRC has formed a Police Liaison Committee to provide a vehicle for constructive dialogue on issues which concern and affect neighborhoods and the Police Department. The policies and actions discussed usually revolve around drugs, education, prostitution and robberies.

Housing

The HRC staff continued to advocate its basic housing policy recommendations of previous years, which are included in the HRC Annual Report as follows:

"- Consider people instead of property as the priority of all programs. Consider physical planning a consequence of social planning.

- Provide the means for citizen participation in planning and decisions.

- Adopt a City-wide housing policy to meet the needs of the people of San Francisco.

- Renew the living environment of the neighborhoods for the benefit of the people living there. Develop programs to improve the present housing stock for the benefit of present residents.

- Build replacement housing for low and moderate incomes first, before such housing is deleted from the supply. Increase the supply of lower income housing. Build the 3,000 units of public housing authorized by the voters in 1968 as quickly as possible, in scattered sites throughout the City.

- Establish a Land Bank of publicly owned land. Create the method of deciding the priority of its use. Give low-rent housing first priority on any suitable sites.

- Open the choices of housing throughout the City and the Bay Area for those who are discriminated against."

Among the other numerous efforts undertaken by the staff last year were the following:

- Referred citizens with housing problems to appropriate agencies

- Cooperated with City-wide and neighborhood groups dealing with housing problems

- Acted as a clearing house to put people and groups in touch with one another to work on housing solutions

- Responded to an increasing number of individual housing problems concerning discrimination, evictions, lack of services, rent increases and tenant rights.

City-Wide Youth Council

Since 1967 the HRC had thought that the youth, particularly minority youth, needed a way to express their legitimate needs and have a role in decisions which affect them. The HRC had met with youth organizations throughout the City to determine their interest in a City-wide youth council. After receiving a positive reaction, the HRC submitted a proposal to the Rosenberg Foundation; the proposal was funded in 1969 with $32,530. In the proposal, the HRC outlined the goals of the project as:

"- Provide a structure that crosses narrow organizational lines for discussion of youth problems.

- Provide for coordination of youth efforts to develop situations to commonly felt problems or needs.

- Develop a recognized structure through which the 'youth voice' could be expressed to government and community agencies at all levels.

- Assist in the development of organizational skills, information levels, and procedural 'know how' on the part of individuals who become involved.

- Develop a greater confidence in the democratic process and its effectiveness."

The HRC was able to hire three staff members from grant funds to help establish the City-Wide Youth Council. Members of the Council represented youth organizations located in:

- Western Addition
- Sunset
- Richmond
- Hunters Point
- Mission
- Chinatown
- North Beach
- Ocean View
- Merced Heights
- Ingleside
- Upper Noe
- Haight Ashbury

The Youth Council in 1969 worked on projects including lowering the voting age, the White House Conference on Children and Youth, the Summer Happen Thing Committee, and summer youth employment.

## CITIZEN PARTICIPATION

The Human Rights Commission encourages and endorses the concept of citizen participation in its publications and in its active community role. Most of the activities described in the previous section involve the fostering of citizen participation in matters that affect citizens. In addition, the HRC staff sits on numerous bodies of other groups or agencies to foster institutional coordination. For example, the staff has actively participated on many educational advisory committees including:

- The Drug Advisory Committee
- The Compensatory Education Advisory Committee
- The Counseling and Guidance Advisory Committee
- The Occupation Preparation Advisory Committee
- The Vocational Master Plan Committee.

The HRC has three main goals in such advisory committee participation: "To have representatives of youth and minorities included on such committees;

to help facilitate communication among all parties concerned; and to encourage improvement of education and flexible response to change."

In its 1969-1970 Annual Report, the HRC states the following:

> "We would like to see the institutionalization of a structure for citizen input on programs that will affect them in all sections of the City. There does not seem to be one neighborhood which is not suffering from a growing feeling of alienation from their government (at all levels, not primarily City) and which would not benefit from a regularized system of meeting, listening and providing information. Isn't this just common sense democratic process?"

## J - LIBRARY COMMISSION

The Library Commission consists of seven members appointed by the Mayor. In turn, the Commission appoints the City Librarian who is the Chief Executive and Appointing Officer of the library system.

### GENERAL BACKGROUND

The public library system is a major force in the educational and cultural services of the City. The system is comprised of the main library in Civic Center and 27 branch libraries. The branches are located throughout the City as follows:

| | |
|---|---|
| - Anna Waden | 5075 Third |
| - Anza | 550 37th Avenue |
| - Bernal | 500 Cortland Avenue |
| - Bookmobile | |
| - Business | 530 Kearney |
| - Chinatown | 1135 Powell |
| - Eureka Valley | 3555 16th |
| - Excelsior | 4400 Mission |
| - Glen Park | 2909 Diamond |
| - Golden Gate Valley | 1801 Green |
| - Ingleside | 387 Ashton Avenue |
| - Marina | Chestnut near Webster |
| - Merced | 155 Winston Drive |
| - Mission | 3359 24th |
| - Noe Valley | 451 Jersey |
| - North Beach | 2000 Mason |
| - Ocean View | 111 Broad |
| - Ortega | 3223 Ortega |
| - Park | 1833 Page |
| - Parkside | 1200 Taraval |
| - Portola | 2434 San Bruno Avenue |
| - Potrero | 1616 20th |
| - Presidio | 3150 Sacramento |
| - Richmond | 351 9th Avenue |
| - Sunset | 1305 18th Avenue |
| - Visitacion Valley | 45 Leland Avenue |
| - Western Addition | 1550 Scott |
| - West Portal | 190 Lenox Way |

The library system had a total of more than 3 million visitors in fiscal year 1969-70 and the book circulation for the same year was approximately 3.25 million books. The 1970-1971 budget for the public library system is nearly

$4.7 million. Of this amount, more than $3.0 million is allocated to the salaries, wages and overtime of the library's approximately 284 employees.

## PROGRAMS WITH A SPECIAL ORIENTATION

Although the public library system is operated for the benefit of all residents of San Francisco, the library places a particular emphasis on serving the special needs of a number of community groups who otherwise might not avail themselves of the library's services.

### Community Groups

An ethnic library at the Mission Branch has been established to interest residents, particularly the young, with paperback books, sound media and a tutorial program in conjunction with the Mission Rebels.

At the Chinatown Branch, a new community room has been opened. This branch also revised its hours to better serve the students' needs. A new collection of books in Chinese was also added with the assistance and guidance of a local advisory group.

In all areas of the City, a special effort termed "walk through" was designed which resulted in almost all school children being acquainted with the library system through its branches.

To better serve the neighborhoods of San Francisco, workshops for library staff were conducted which focused upon improving the staff's ability to understand and work with a multi-faceted community.

A special program was initiated to reach many senior citizens who reside in the downtown residential hotels by using the Bookmobile and deposit collections. The program was conducted in conjunction with the South Center Library. An effort was also made to provide more intensive service in the South of Market and Central City Districts.

### Manpower Development Programs

The library system is participating in three manpower development programs. These programs involve over 100 Neighborhood Youth Corps workers, State welfare trainees, and new career program participants. The latter program provided two new careerists who are now members of the library staff.

## CITIZEN PARTICIPATION

The public library system involves citizens in its activities, and the library staff assists citizens groups in their activities in addition to the library's normal operations already described.

### Friends Of The Library

The Friends of the Library is an organization of approximately 1,000 citizens who assist the library on various key projects including:

- The promotion of National Library Week, during which the organization sponsored lectures, conducted a poetry workshop and conducted an annual book sale which raised $12,000 for the library

- The operation of the Main Library information desk

- The production of a $10,000 film entitled "Library" which encourages young people to use the library's resources

- The contribution of a new "Media Machine" (at a cost of $25,000) to offer a variety of communications experiences to those who do not use the library

- The continuation of the $40,000 bibliographic project on the American Black in California and the West.

### Participation In Other Groups

During fiscal year 1969-70, the libraries were the site of more than 800 meetings of various groups throughout the City. The staff worked with Model Cities in developing a request for two multimedia units to be operated by the library. Additionally, one branch librarian served as a Model Cities Commissioner.

## K - POLICE DEPARTMENT

The Police Department is governed by a three-member Police Commission appointed by the Mayor. The Police Commission, in turn, appoints the Chief of Police who is the Chief Operating Officer of the Department.

### GENERAL BACKGROUND

The Police Department has the responsibility to work toward the prevention and reduction of crime. It is also responsible for investigating, apprehending and detaining persons suspected of committing a crime. The Department receives applications for, and issues, permits to certain types of businesses and charitable groups which solicit contributions.

The Police Department's organization chart is shown in Exhibit II-14. The Department is organized functionally, but the Patrol Bureau is organized geographically into nine companies.

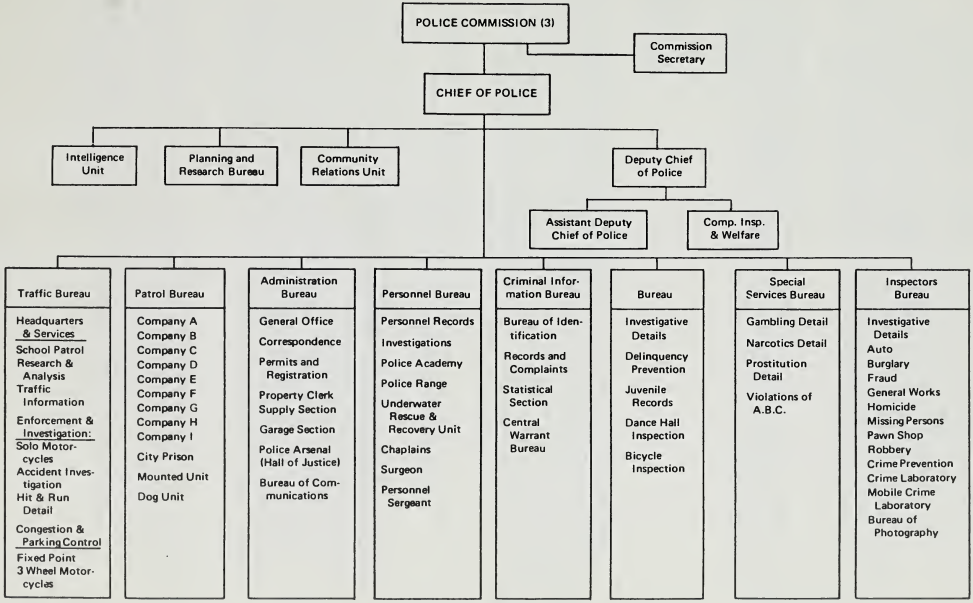
The following chart from the 1969 Police Department Annual Report summarizes the Department's appropriations from fiscal year 1967-1968 through 1969-1970.

SUMMARY OF POLICE DEPARTMENT BUDGET APPROPRIATIONS FOR FISCAL YEARS 1967-68, 1968-69, 1969-70

| Object Of Appropriations | 1967-68 | 1968-69 | 1969-70 |
|---|---|---|---|
| Permanent Salaries | 19,930,423 | 22,276,186 | 22,295,221 |
| Allowance for Overtime, Holiday Pay | 834,207 | 1,097,431 | 1,112,500 |
| Temporary Salaries | 8,000 | 23,754 | 278,000 |
| Contractual Services | 442,735 | 464,304 | 537,600 |
| Services of Court Reporter | 1,000 | 1,000 | 1,000 |
| Materials and Supplies | 189,820 | 190,000 | 242,075 |
| Stationery and Citations | 67,000 | 69,000 | 31,000 |
| Equipment | 329,706 | 428,580 | 471,602 |
| Contingent Fund | 25,000 | 25,000 | 25,000 |
| Narcotics Fund | 25,000 | 25,000 | 25,000 |
| Services of Other Departments | 150,129 | 404,284 | 498,484 |
| Meritorious Awards | 5,000 | 6,000 | 6,000 |
| Police Dog Program | 8,800 | 8,800 | 13,840 |
| Community Relations - Miscellaneous Expenses | 1,000 | 5,000 | 10,000 |
| Totals | 22,017,820 | 25,024,339 | 25,547,322 |

# ORGANIZATION CHART

## San Francisco Police Department



As the chart clearly shows, the high majority of expenditures are for personnel. In fiscal year 1970-1971, the Department's budget is over $31.5 million. The increase over the previous fiscal year is mainly due to an increase in the number of personnel. Exhibit II-15 shows the number of civilian and sworn personnel and how they were distributed as of December 31, 1969. The fiscal year 1970-1971 budget provided for 527 civilian personnel and 1,920 sworn personnel, or an increase over the previous year of 105 and 173 respectively.

It is common knowledge that level of activity of the Police Department is high. To give some evidence of the level of activity, Exhibits II-16 and II-17 show the accumulated offenses and services performed, and the number of arrests in 1969.

## PROGRAMS WITH A SPECIAL ORIENTATION

In 1962 the Police Department formed a Community Relations Unit, comprised of one lieutenant and one patrolman, to further those activities which will create a cooperativeness between the police and the total community in the prevention of crime. Today, the Unit is comprised of a commanding officer, two sergeants and 12 patrolmen. The Police Department feels that this unit has been effective in reducing tensions in the community and in forging constructive relationships in areas of high crime incidence.

The Community Relations Unit recently issued a summary of its 1970 activities which explains the Unit's purpose and efforts as follows:

> "The very nature of policy-community relations activities does not easily lend itself to statistical indices of accomplishment as is the case of other bureaus or units. The lowering of levels of hostility, the establishment of mutual trust and understanding with respect to the police department and the total community, and attitudes of cooperativeness can only be evaluated, ultimately, by a decline in the crime rate and the improvement of the quality of life in San Francisco which is, after all, the goal of the entire Police Department and the community.
>
> It is rather difficult to summarize the activities of 15 police officers working full time in this comparatively new and challenging concept of law enforcement for a period of one year. We have worked on various 'crisis' situations which have erupted from time to time, some of which lasted for only one day. These would be almost impossible to summarize.

## DISTRIBUTION OF THE ACTUAL STRENGTH OF PERSONNEL SAN FRANCISCO POLICE DEPARTMENT — DECEMBER 31, 1969

| RANK OR POSITION TITLE | HEADQUARTERS COMPANY | | | | | | | | | Bureau Criminal Information | | | | | | | | Personnel Bureau | | | | | UNIFORM PATROL DIVISION | | | | | | | | | Total Actual Strength |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Chief's * Office | General ** Office | Property Clerk | Police Range | Accounting Section | City Prison | Garage | Stables | Communi-cations | Record Room | Statistic Section | Central War-rant Bureau | Identification | Crime Prev. *** Hdqts. Co. | Bureau of Special Services - Intell. | Narcotic Bureau | Personnel Office | Police Academy | Bureau of Inspectors | Juvenile Bureau | Traffic Bureau | Company "A" | Company "B" | Company "C" | Company "D" | Company "E" | Company "F" | Company "G" | Company "H" | Company "I" | |
| SWORN PERSONNEL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Chief of Police | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Deputy Chief of Police | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Chief of Inspectors | | | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | | | 1 |
| Director of Traffic | | | | | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | 1 |
| Supervising Captain | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Department Secretary | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Director of Personnel | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | | | | | 1 |
| Director of Criminal Inf. | | | | | | | | | | 1 | | | | | | | | | | | | | | | | | | | | | | 1 |
| Dir. of Special Services | | | | | | | | | | | | | | | 1 | | | | | | | | | | | | | | | | | 1 |
| Captain of Inspectors | | | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | | | 1 |
| Captain of Traffic | | | | | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | 1 |
| Captains of Police | 2 | | | | | 1 | | | | | | | | 1 | | | | | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 15 |
| Lieutenants of Police | 5 | 1 | | | | | | | 1 | | | 1 | 1 | 3 | | 1 | | | 8 | 3 | 6 | 4 | 4 | 3 | 4 | 4 | 5 | 4 | 4 | 4 | | 66 |
| Inspectors of Police | | | | | | | | | | | | | | | 3 | 4 | | | 105 | 14 | 4 | | | | | | | | | | | 130 |
| Assistant Inspectors | | | | | | | | | | | | | | | 1 | 5 | | | 23 | 14 | 5 | | | | | | | | | | | 48 |
| Inspector Jr. Traf. Patrol | | | | | | | | | | | | | | | | | | | | | 1 | | | | | | | | | | | 1 |
| Sergeants of Police | 9 | | | 1 | | 6 | | | 5 | 2 | 1 | 3 | 3 | 12 | 3 | | 1 | 2 | 1 | | 27 | 19 | 16 | 16 | 15 | 14 | 12 | 18 | 16 | 15 | | 217 |
| Patrolmen | 17 | 3 | 7 | 6 | | 36 | 1 | | 38 | 9 | 2 | 24 | 15 | 80 | 17 | 5 | 72 | 4 | 26 | 5 | 199 | 110 | 63 | 70 | 88 | 86 | 80 | 66 | 62 | 57 | | 1248 |
| Policewomen | | | | | | | | | | | | | | | | | | | | 8 | | | | | | | | | | | | 8 |
| Rangemaster | | | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Property Clerk | | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Criminologist | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sec'y. Police Commission | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 |
| Total Sworn Personnel | 38 | 4 | 8 | 8 | | 43 | 1 | | 44 | 12 | 3 | 28 | 19 | 96 | 25 | 15 | 74 | 6 | 165 | 45 | 245 | 134 | 84 | 90 | 108 | 105 | 98 | 89 | 83 | 77 | | 1747 |
| Total Civilian Personnel | 17 | 6 | 6 | 1 | 3 | 8 | 1 | 5 | 29 | 23 | 2 | 24 | 28 | | | 1 | 7 | 2 | 28 | 4 | 163 | 9 | 10 | 5 | 6 | 9 | 9 | 5 | 7 | 4 | | 422 |
| Grand Total Actual Personnel | 55 | 10 | 14 | 9 | 3 | 51 | 2 | 5 | 73 | 35 | 5 | 52 | 47 | 96 | 25 | 16 | 81 | 8 | 193 | 49 | 408 | 143 | 94 | 95 | 114 | 114 | 107 | 94 | 90 | 81 | | 2169 |

Includes 65 School Crossing Guards
Includes 71 Parking Controlmen

Includes Crime Lab
70 Cadets

*The Planning and Research Unit - Complaints Inspection & Welfare Unit & Community Relations.*

***Includes the Permit, Registration, and Vehical Inspection Unit.*

****Includes Tactical, Dog & Helicopters.*

## ACCUMULATIVE OFFENSES — 1969 — BY DISTRICT OF OCCURRENCE

| TYPE OF OFFENSE | A | B | C | D | E | F | G | H | I | TOTALS 1969 | TOTALS 1968 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Murder | 22 | 17 | 26 | 13 | 22 | 23 | 6 | 10 | 1 | 140 | 97 |
| Negl. Manslaughter | 8 | 12 | 14 | 15 | 10 | 7 | 11 | 16 | 16 | 109 | 101 |
| Rape | 70 | 39 | 106 | 72 | 133 | 141 | 51 | 53 | 35 | 700 | 464 |
| Robbery | 1015 | 555 | 707 | 696 | 1547 | 1107 | 410 | 378 | 183 | 6598 | 6422 |
| Aggravated Assault | 417 | 336 | 482 | 394 | 486 | 390 | 103 | 256 | 113 | 2977 | 2717 |
| Burglary | 3375 | 1155 | 2166 | 2765 | 2480 | 2320 | 1340 | 1989 | 1196 | 18786 | 17747 |
| Grand Theft | 1874 | 613 | 334 | 491 | 1088 | 541 | 268 | 308 | 226 | 5743 | 4365 |
| Petty Theft | 6440 | 3165 | 1712 | 2914 | 4261 | 2669 | 2264 | 1804 | 1944 | 27173 | 28629 |
| Auto Theft | 2753 | 1491 | 2629 | 2548 | 2148 | 1953 | 1270 | 2173 | 1353 | 18318 | 15379 |
| **TOTAL PART I** | **15974** | **7383** | **8176** | **9908** | **12175** | **9151** | **5723** | **6987** | **5067** | **80544** | **75921** |
| Other Assaults | 580 | 343 | 542 | 658 | 474 | 467 | 249 | 494 | 233 | 4040 | 4165 |
| Forgery/Counterfeiting | 244 | 133 | 46 | 101 | 137 | 81 | 22 | 82 | 32 | 878 | 969 |
| Worthless Checks | 112 | 40 | 18 | 37 | 126 | 20 | 13 | 32 | 12 | 410 | 252 |
| Embezzlement | 195 | 106 | 50 | 79 | 121 | 64 | 27 | 56 | 32 | 730 | 820 |
| Receiving Stolen Property | 178 | 306 | 36 | 112 | 197 | 72 | 16 | 43 | 12 | 972 | 859 |
| Weapons | 208 | 174 | 69 | 121 | 138 | 127 | 34 | 60 | 21 | 952 | 799 |
| Sex Offenses | 170 | 86 | 65 | 116 | 103 | 76 | 99 | 93 | 82 | 890 | 903 |
| Offenses Against Fam. & Child | 22 | 110 | 36 | 40 | 37 | 32 | 10 | 31 | 7 | 325 | 325 |
| Malicious Mischief | 1016 | 424 | 1116 | 1208 | 718 | 796 | 719 | 1257 | 926 | 8180 | 9241 |
| All Others | 2227 | 1241 | 1126 | 1987 | 1788 | 1753 | 630 | 1244 | 952 | 12948 | 11768 |
| **TOTAL PART II** | **4952** | **2963** | **3104** | **4459** | **3839** | **3488** | **1819** | **3392** | **2309** | **30325** | **30101** |
| **GRAND TOTAL OFFENSES** | **20926** | **10346** | **11280** | **14367** | **16014** | **12639** | **7542** | **10379** | **7376** | **110869** | **106022** |

## MISCELLANEOUS SERVICES PERFORMED BY DISTRICT OF OCCURRENCE

| MISCELLANEOUS SERVICES PERFORMED | A | B | C | D | E | F | G | H | I | TOTALS 1969 | TOTALS 1968 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Fire Alarms | 920 | 194 | 560 | 740 | 987 | 222 | 363 | 134 | 108 | 4228 | 7069 |
| Subpoenas | 928 | 857 | 1684 | 1170 | 1071 | 1035 | 1971 | 723 | 486 | 9925 | 10222 |
| Wagon Runs | 6988 | 5331 | 2600 | 4810 | 5920 | 2743 | — | 1152 | — | 29564 | 33800 |
| Other Transportation | 2525 | 753 | 5305 | 160 | 1742 | 1185 | 229 | 156 | 808 | 12863 | 9768 |
| Lost Children Cared For | 75 | — | 43 | 60 | 61 | 151 | 154 | 9 | 126 | 679 | 1025 |
| Prisoners Received at Station | 6623 | 11057 | 2421 | 7165 | 7857 | 5105 | 1293 | 2492 | 1225 | 45238 | * |

*FIRST TIME REPORTED

EXHIBIT II-16

## PERSONS ARRESTED (DETAINED) IN SAN FRANCISCO IN 1969
### (By Police Company or Bureau Making Arrest)

| CLASSIFICATION | A | B | C | D | E | F | G | H | I | JUV BUR | K | HQ | INSP BUR | OA | BSS | TOTALS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PART 1 – ARRESTS** | | | | | | | | | | | | | | | | |
| Murder & Non-Negligent Manslaughter | 5 | 8 | 8 | 3 | 10 | 5 | | 4 | | 3 | 2 | 9 | 67 | | | 124 |
| Negligent Manslaughter | | 1 | | | | | | | | | 18 | | 5 | 1 | | 25 |
| Rape | 22 | 9 | 23 | 23 | 23 | 31 | 5 | 8 | | 28 | 5 | 21 | 15 | 1 | 1 | 215 |
| Robbery | 141 | 162 | 39 | 120 | 195 | 166 | 43 | 38 | 24 | 85 | 24 | 217 | 110 | 6 | 11 | 1381 |
| Aggravated Assault | 129 | 115 | 124 | 97 | 102 | 108 | 17 | 71 | 23 | 41 | 33 | 176 | 65 | 5 | 14 | 1120 |
| Burglary | 198 | 155 | 149 | 230 | 186 | 179 | 76 | 161 | 44 | 25 | 29 | 170 | 94 | 5 | 5 | 1706 |
| Grand Theft | 146 | 53 | 56 | 23 | 53 | 36 | 15 | 29 | 27 | 40 | 16 | 52 | 129 | 6 | 11 | 692 |
| Petty Theft | 781 | 502 | 57 | 487 | 146 | 249 | 58 | 181 | 99 | 7 | 13 | 63 | 32 | 11 | 10 | 2696 |
| Auto Theft | 146 | 104 | 351 | 259 | 192 | 215 | 77 | 198 | 57 | 9 | 95 | 363 | 117 | 70 | 8 | 2261 |
| **Total - Part 1 – Arrests** | 1568 | 1109 | 807 | 1242 | 907 | 989 | 291 | 690 | 274 | 238 | 235 | 1071 | 634 | 105 | 60 | 10220 |
| **PART 2 – ARRESTS** | | | | | | | | | | | | | | | | |
| Other Assaults | 173 | 151 | 108 | 162 | 115 | 73 | 55 | 84 | 35 | 14 | 32 | 97 | 63 | 11 | 8 | 1181 |
| Forgery & Counterfeiting | 47 | 34 | 8 | 29 | 19 | 12 | 4 | 17 | 5 | 1 | 4 | 11 | 49 | 2 | 1 | 243 |
| Worthless Checks | 48 | 16 | 4 | 14 | 10 | 20 | 3 | 4 | 4 | | 8 | 18 | 60 | 2 | 1 | 212 |
| Receiving Stolen Property | 143 | 155 | 48 | 113 | 163 | 98 | 22 | 52 | 17 | 3 | 10 | 305 | 307 | 6 | 55 | 1497 |
| Weapons, Carrying, Etc. | 155 | 212 | 43 | 93 | 81 | 107 | 18 | 62 | 15 | 5 | 30 | 381 | 25 | 41 | 43 | 1311 |
| Sex Offenses (ex. Rape & Prostitution) | 30 | 19 | 9 | 34 | 13 | 32 | 18 | 15 | 13 | 28 | 1 | 25 | 4 | 23 | 18 | 282 |
| Offenses Against Family & Children | 6 | 7 | 11 | 8 | 4 | 5 | 2 | 7 | 3 | 13 | 2 | 3 | 94 | | | 165 |
| Malicious Mischief | 90 | 47 | 45 | 89 | 92 | 179 | 42 | 37 | 21 | 3 | 10 | 79 | 9 | 5 | 1 | 749 |
| Other Miscellaneous | 424 | 220 | 90 | 172 | 181 | 280 | 62 | 110 | 58 | 32 | 73 | 263 | 343 | 35 | 52 | 2395 |
| Drunkeness | 2435 | 7880 | 275 | 2137 | 1180 | 761 | 267 | 420 | 236 | 4 | 181 | 701 | 18 | 157 | 8 | 16660 |
| Disorderly Conduct | 1191 | 730 | 440 | 957 | 457 | 727 | 191 | 394 | 225 | 247 | 67 | 1609 | 102 | 90 | 599 | 8026 |
| Prostitution | 459 | 18 | | 2 | 449 | 5 | 2 | | | 3 | | 450 | 4 | 2 | 306 | 1700 |
| Narcotic Drug Laws | 286 | 227 | 94 | 250 | 311 | 478 | 80 | 175 | 54 | 21 | 47 | 1396 | 79 | 79 | 931 | 4508 |
| Gambling | 3 | 70 | 33 | 8 | 150 | 67 | | 26 | | 1 | | 142 | 4 | | 112 | 616 |
| Liquor Laws | 59 | 11 | 6 | 15 | 25 | 3 | 6 | 9 | | 1 | 2 | 29 | | 42 | 19 | 227 |
| Drunk Drivers | 24 | 14 | 17 | 29 | 29 | 30 | 6 | 20 | 7 | | 506 | 13 | 1 | 701 | 1 | 1398 |
| Drunk in Auto | 16 | 35 | 10 | 49 | 6 | 29 | 10 | 15 | 18 | | 45 | 13 | | 126 | | 372 |
| Other Traffic Arrests | 199 | 245 | 204 | 283 | 263 | 240 | 79 | 180 | 71 | 13 | 1944 | 451 | 210 | 416 | 90 | 4888 |
| For Other Jurisdictions | 44 | 63 | 27 | 36 | 66 | 38 | 16 | 23 | 8 | 2 | 139 | 117 | 333 | 278 | 66 | 1256 |
| Bench Warrants Non-Traffic | 70 | 114 | 28 | 41 | 71 | 50 | 9 | 20 | 5 | 12 | 198 | 144 | 299 | 19 | 118 | 1198 |
| Total - Part 2 – Arrests | 5902 | 10268 | 1500 | 4521 | 3685 | 3234 | 892 | 1670 | 795 | 403 | 3299 | 6247 | 2004 | 2035 | 2429 | 48884 |
| **GRAND TOTAL** | 7470 | 11377 | 2307 | 5763 | 4592 | 4223 | 1183 | 2360 | 1069 | 641 | 3534 | 7318 | 2638 | 2140 | 2489 | 59104 |

EXHIBIT II-17

San Francisco has a substantial minority population: 106,000 Black people, 70,000 Chinese, 70,000 of Spanish origin. The major thrust of a police-community relations effort in such a cosmopolitan city as ours is to resolve many of the problems which exist among these citizens, as well as those other people who reside in the low-income areas of San Francisco. It would seem that a police-community relations unit or bureau is asked to play a significant role in dealing with the much-discussed urban crisis and this is true in San Francisco as well as in most large cities.

We realize that police-community relations (and there are many definitions of what it is) is the concern of the entire Police Department. Members of the PCR Unit are charged with the task of assisting the Police Department and the community itself in the maintenance of peace, law, order and justice.

Our format of organization is to assign each officer to a particular section of San Francisco and to work with policemen as well as such organizations as youth clubs, schools, churches, business organizations, and groups and individuals of whatever nature which exist in that particular area. We are asked to mediate in neighborhood disputes, demonstrations and even in some labor-management disputes. We have been active in setting up "ground rules" in such demonstrations and informational-type picket lines with a view toward maintaining order as well as showing police concern in such events which might lead to a deterioration of the quality of life for any and all citizens.

The roster of groups and organizations with which officers in the Police-Community Relations Unit work is imposing and of such number as to prohibit a listing of them in this publication. A sampling of them would be as follows:

Economic Opportunity Council
Youth for Service
Youth Guidance Center
O.R. Bail Project
The Mission Coalition
Various Youth Clubs (city-wide)
NAACP
Chinatown/North Beach Youth Council
South Park Community Center
The San Francisco Tavern Guild
The Urban League
Chinese Newcomers Service Center
Catholic Social Services

Public and Parochial Schools
Neighborhood Health Centers
The Spanish-Speaking Foundation
Catholic Social Services
The Human Rights Commission of San Francisco
American Indian Center

A great many of the problems which come to the attention of Police-Community Relations officers are of a racial nature. Members of the PCR Unit have been instrumental in alleviating situations of potential explosiveness through their empathy with problems peculiar to various ethnic and racial cultures. Officers participate in meetings, are called upon by various organizations to speak regarding community problems and are often called upon to assist people of Chinese or Spanish origin who, due to an inability to understand English, seek help from officers in this unit who understand these two languages.

Members of the Police-Community Relations Unit are called upon to assist in the training of new police recruits as well as 'in-service' training of more experienced policemen. Officers in the unit are actively trying to recruit young men to become policemen and have done so through radio appearances and through speaking engagements before various groups and organizations.

Similarly, there are Black officers in the PCR Unit who have worked effectively, not only in the Black community, but among all people in establishing a police-citizen partnership toward the prevention of crime. In every manner possible, Police-Community Relations officers are saying to the citizens of San Francisco, 'This is <u>your</u> Police Department. Tell us how you think the San Francisco Police Department can better serve you.' At the same time, citizens are informed of police problems with which they can assist.

The Police-Community Relations Unit co-sponsored a program with the United States Marine Corps which provided one-week vacations for 402 young men between the ages of 13 and 15 years from the ghetto areas of this city. The Marine Corps facility in Mono County, known as 'Pickle Meadows,' was the site used and it was the task of the PCR Unit to select the young men, to raise the necessary funds (approximately $6,500), and to provide for pre-camp physical examinations. One hundred youngsters at a time were taken up to the camp in the High Sierras for a period of one week, the transportation having been arranged by Mayor Alioto's office. 'Leatherneck,' magazine of the Marines, has two interesting articles in its November and December issues entitled 'Off The Streets,' describing the project.

The camp was staffed by members of the Marine Corps and by two San Francisco policemen each week. All indications are that the Marine Corps-Police/Community Relations campership program is to be expanded in 1971. The youngsters selected were those who would not have been afforded a week's vacation had it not been for the Police Department and the Marine Corps, who made it abundantly clear that they are interested in providing wholesome activities for youngsters from underprivileged families.

The PCR Unit also sponsors a program wherein young men, 16 years of age and over, are taken to San Quentin Prison on three consecutive Saturday mornings to participate in a workshop session with a group of inmates known as The Squires, whose purpose is to work toward the prevention of crime and to counsel the delinquent or near-delinquent from making the same unfortunate mistakes the inmates have made. Other officers are involved in Project Inside/Out at San Quentin Prison. The purpose of this organization is to help inmates soon to be released in returning to society and, most important, encouraging them to become useful members of society.'

## CITIZEN PARTICIPATION

The Community Relations Unit by its nature attempts to increase the citizen's awareness of the police and to encourage citizens' comments concerning the Department.

## L - PUBLIC UTILITIES COMMISSION

The Public Utilities Commission (PUC) oversees the management, supervision, maintenance, extension, operation and control of all public utilities of the City with the exception of the San Francisco International Airport which was recently given a separate status. The PUC consists of five members appointed by the Mayor for staggered terms of four years. The Commission appoints the General Manager, who is the Chief Operation Officer, and the Assistant General Manager. The General Manager, with the approval of the Commission, appoints the General Managers of the Municipal Railroad, Water Department, and the Hetch Hetchy Project; and the Directors of the Bureau of Accounts, Bureau of Public Service, the Bureau of Personnel and Safety, Bureau of Utilities Property Management and Bureau of Light, Heat, and Power.

### GENERAL BACKGROUND

The operations of the PUC can easily be categorized into three separate systems: the Municipal Railroad, the Water Department and the Hetch Hetchy Water and Power System. All of the facts and figures in this section come from the PUC's 1968-1969 Annual Report.

#### The Municipal Railroad

The Municipal Railroad operates a vast network of transportation facilities. This fact is clearly demonstrated by the following figures:

TOTAL PASSENGERS CARRIED

| | |
|---|---|
| Typical Weekday | 667,880 |
| Year | 198,810,265 |
| Vehicle Miles (year) | 26,209,899 |
| Vehicle Hours | 2,818,612 |
| Operating Lines | 62 |
| Line Miles | 693.8 |

EQUIPMENT

| | |
|---|---|
| Streetcars | 105 |
| Cable Cars | 39 |
| Trolley Coaches | 333 |
| Motor Coaches | 539 |

PERSONNEL

| | |
|---|---|
| Total | 2869 |
| Operating | 1787 |

In fiscal year 1970-1971, the Municipal Railroad has a total operating budget of nearly $39.1 million; of this amount approximately $30.6 million is expended on salaries, wages, overtime, holiday pay and differential pay. In addition, $3.2 million is budgeted for reconstruction and replacement costs.

### Water Department

The San Francisco Water Department has a 500-square-mile service area that includes San Francisco, San Mateo, Alameda and Santa Clara Counties. It owns in excess of 63,000 acres of watershed and other lands. The Department employs more than 600 people. The Department daily supplies on the average more than 105 million gallons in the city and 131 million gallons in neighboring areas. Departments of the city government receive water worth approximately $1,500,000 annually free of charge.

The Water Department has an operating fund budget for fiscal year 1970-1971 of $10.45 million; this amount includes $7.15 million for salaries, wages, holiday pay and overtime. The reconstruction and replacement budget totals nearly $2.1 million, and the additions and betterments budget total nearly $1.1 million. The Department is financially self-supporting.

### Hetch Hetchy Water And Power System

The Hetch Hetchy Water and Power System works hand in hand with the Water Department. Hetch Hetchy is located mainly in Tuolumne County and is connected to the Upper Crystal Springs Lake in San Mateo County by 148 miles of aqueduct. Hetch Hetchy not only supplies almost 67 billion gallons of water annually for the water system but also produces more than 2 billion kilowatt hours of electric energy per year.

Like the Water Department, Hetch Hetchy is entirely self-supporting. Its operating fund in fiscal year 1970-1971 is budgeted for nearly $6.6 million, of which over $2.4 million is allocated to salaries and wages. The reconstruction and replacement fund has a budget of $1.7 million and its additions and betterments fund budget totals $534,000. It employs more than 200 people.

## PROGRAMS WITH A SPECIAL ORIENTATION

Since the beginning of 1966, the PUC has been an active participant in programs which have a significant impact on the poor. The PUC's participation has been in programs which permit on-the-job training of youth and others who do not have the experience or training to secure positions through regular employment channels.

Neighborhood Youth Corps

A full year program was conducted each year from 1966 until April, 1970, training youths of both sexes for a variety of jobs ranging from office workers to watershed workers. In addition, three summer programs were conducted on Water Department and San Francisco International Airport properties. These programs have involved more than 475 enrollees and cost almost $150,000. The bulk of the financing of these programs came from federal antipoverty sources.

Hunters Point Shipyard Program

In 1967, in cooperation with the U.S. Navy and the Board of Education, approximately 50 young people were taken from regular Neighborhood Youth Corps programs and trained to the point of eligibility for jobs as machinist helpers and clerical workers.

Transportation Assistants Program

This successful program was initiated by Young Men for Action, a Hunters Point group, and developed in conjunction with the PUC and the Board of Education. This work-training project took poor youth and trained them as Municipal Railroad operators; the School District instructed them in basic English and mathematics. Of the first 40 enrollees in this program, 36 passed civil service examinations and went to work. Presently, there are 40 enrollees in the program, which is funded jointly by federal antipoverty funds and local PUC "in-kind" contributions.

Water Treatment Plant Program

Five water treatment plant trainees are being trained and educated under this work-study project. The PUC estimates it provides an "in-kind" contribution of approximately $20,000 to this program.

Airport Vocational School

While the San Francisco International Airport was still under the jurisdiction of the PUC, the PUC made classroom space and equipment available for vocational courses in ground service training conducted by the John O'Connell Trade School and the Board of Education.

CITIZEN PARTICIPATION

The PUC has not established nor participated in citizens' advisory groups other than the Cable Car Advisory Committee. Instead, the PUC has conducted an active campaign to train and hire more employees from the minority communitie

## M - RECREATION AND PARK DEPARTMENT

The Recreation and Park Commission, consisting of seven members appointed by the Mayor, manages the Department. The Commission appoints a General Manager who serves as the Department's Chief Executive Officer. The General Manager, in turn, appoints a Superintendent of Parks, a Superintendent of Recreation, a Director of the Zoo and a Director of the Strybing Arboretum and Botanical Gardens.

### GENERAL BACKGROUND

The Recreation and Park Department has jurisdiction over more than 5,200 acres, of which approximately 3,600 acres are in San Francisco. This land includes approximately 150 recreational and park units, many of which are supervised recreational areas; the other units such as some parks, squares and greenways require only routine maintenance but not constant supervision.

The recreation and park units serve the residents of San Francisco and, in addition, are great tourist attractions. Included in this category are:

- Golden Gate Park
- Aquatic Park (including the Maritime Museum Association)
- San Francisco Zoo
- Fleishhacker Pool
- Palace of Fine Arts
- Candlestick Park and Kezar Stadium
- Yacht Harbor and Lake Merced
- Strybing Arboretum and Botanical Gardens

The 1967 Recreation and Park Department organization chart is shown as Exhibit II-18. As can be seen by the chart, the department is functionally organized. The Recreation Division includes activities such as:

- Men's and boys' athletics
- Women's and girls' athletics
- Arts and crafts
- Aquatics
- Drama and dance
- Handicapped services
- Music
- Photography center
- Senior citizens/tiny tots

The remainder of the divisions are self-explanatory.

RECREATION AND PARK DEPARTMENT

ORGANIZATION CHART
(1967)

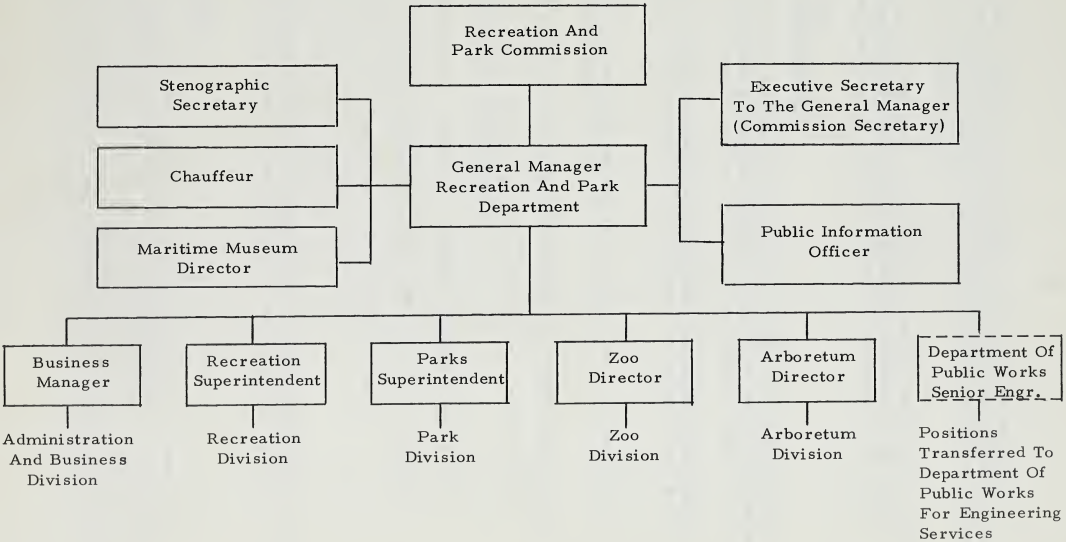



EXHIBIT II-18

The Department employs over 900 people, and a high percentage of its total budget of nearly $15.2 million for fiscal year 1970-71 is allocated to salaries. The Department, through admission fees, concession fees and other revenues, collects almost $3 million per year.

The facilities operated by the Department are heavily used by the residents. Exhibit II-19 gives the fiscal year 1969-70 attendance figures for the various playgrounds, housing centers, aquatic facilities and miscellaneous facilities.

## PROGRAMS WITH A SPECIAL ORIENTATION

Although all of the facilities operated by the Recreation and Park Department are open to all San Francisco residents, the facilities located in predominantly low-income areas of the City obviously have a greater impact on the poor.

In addition to this daily operation of facilities, the Department sponsors other programs in which the poor are participants. A listing of such activities would include:

- 20 out-of-town free bus trips for children from recreation units located in poverty areas
- Free admission for children to at least one Giants baseball game
- A "come sail with me" program for youngsters with volunteer assistance from boat owners
- Sponsorship of "community removal of unsightly debris day"
- 30,000 children participated in the "learn to swim" program
- A mothers' and pre-school children's art workshop
- Ethnic dance group programs
- Friendship clubs for the handicapped at Jackson playground, Ocean View playground, Fulton playground, and the Sunset recreation center.

## CITIZEN PARTICIPATION

Although the Department does not have numerous advisory councils, it does involve citizens or groups in the work of the Department. For example, the San Francisco Volunteer Bureau provides the Department's programs with needed volunteer assistance. The handicapped services component of the Department has an active advisory council composed of representatives of other agencies dealing with the handicapped. The Guardsmen of San Francisco

## ATTENDANCE FOR FISCAL YEAR 1969-1970

### PLAYGROUNDS

| Unit | Attendance | Unit | Attendance |
|---|---|---|---|
| Alta Plaza | 34,973 | Laurel Hill | 26,899 |
| Aptos | 32,438 | Lee, Joseph | 78,072 |
| Argonne | 39,877 | Levi Strauss | 3,311 |
| Balboa | 62,772 | McCoppin Square | 36,725 |
| Bayview | 30,930 | Merced Heights | 35,956 |
| Bernal Heights | 48,388 | Midtown Terrace | 34,965 |
| Big Rec | 104,075 | Miraloma | 42,422 |
| Cabrillo | 27,271 | Mission Dolores | 66,368 |
| Cayuga | 32,963 | Mission Playground | 61,457 |
| Chalmers, Alice | 55,523 | Mountain Lake | 39,005 |
| Chinese Recreation Center | 129,680 | Murphy, J. P. | 35,466 |
| Chinese Playground | 48,308 | Noe Valley | 23,953 |
| Cow Hollow | 31,445 | North Beach | 287,116 |
| Crocker-Amazon | 165,845 | Ocean View | 132,190 |
| Douglass | 58,821 | Panhandle | 39,582 |
| Duboce | 33,586 | Parkside Square | 22,735 |
| Eureka Valley | 168,799 | Peixotto | 13,944 |
| Excelsior | 52,069 | Portola | 90,312 |
| Folsom | 43,368 | Potrero Hill | 80,075 |
| Fulton | 25,865 | Presidio Heights | 22,292 |
| Funston | 236,454 | Richmond | 36,422 |
| Garfield | 48,964 | Rochambeau | 46,566 |
| Gilman | 28,010 | Rolph, James | 97,252 |
| Glen Park | 126,969 | Rossi, Angelo | 50,331 |
| Golden Gate Tennis Courts | 126,176 | St. Mary's | 239,223 |
| Grattan | 25,568 | Silver Terrace | 49,716 |
| Hamilton Recreation Center | 158,513 | South Park | 13,297 |
| Hayes Valley | 52,463 | South Sunset | 87,343 |
| Hayward Boys | 71,284 | Stern Grove | 152,672 |
| Hayward Girls | 56,095 | Sunnyside | 21,989 |
| Herz, Francis J. | 31,672 | Sunset | 126,242 |
| Jackson | 48,588 | Sutter, Louis | 28,254 |
| Junipero Serra | 35,820 | Upper Noe | 91,844 |
| Kahn, Julius | 80,326 | Visitacion Valley | 37,520 |
| Kimbell Field | 5,504 | Wawona Annex | 7,287 |
| Lafayette Park | 49,585 | West Portal | 24,564 |
| Larsen Park | 18,982 | West Sunset | 54,482 |
| | | Wills, Helen | 72,316 |

TOTAL..... 4,838,134

## HOUSING CENTERS

| Unit | Attendance |
|---|---|
| Hunters Point Gymnasium | 69,301 |
| Hunters Point Recreation Center (Milton Meyer) | 57,906 |
| Yerba Buena Senior Center | 19,782 |
| | 146,989 |

## AQUATICS

| | |
|---|---|
| Aquatic Park | 1,717,259 |
| Balboa Pool | 180,874 |
| Coffman Pool | 77,892 |
| Fleishhacker Pool | 56,605 |
| Garfield Pool | 168,321 |
| Hamilton Pool | 49,742 |
| Lake Merced Sports Center | 198,592 |
| Larsen Pool | 238,948 |
| Mission Pool | 29,130 |
| North Beach Pool | 140,600 |
| Phelan Beach | 312,764 |
| Rossi Pool | 136,645 |
| Martin Luther King, Jr. Pool | 36,026 |
| | 3,343,398 |

## MISCELLANEOUS FACILITIES AND ACTIVITIES

| | |
|---|---|
| Camp Mather | 19,670 |
| Drama Center | 12,005 |
| Golden Gate Park Senior Center | 51,869 |
| Music Center | 10,835 |
| Photography Center | 70,828 |
| Josephine D. Randall Junior Museum | 104,447 |
| Rifle Range | 14,708 |
| Stern Grove Concert | 135,220 |
| Pine Lake Day Camp | 7,063 |
| Silver Tree Day Camp | 15,668 |
| Senior Citizens Hobby Show | 3,762 |
| Carnival Day | 1,350 |
| May Day Celebration | 730 |
| Photography Day | 10,000 |
| | 458,155 |

## RECAPITULATION

| Unit | Attendance |
|---|---|
| Playgrounds | 4,838,134 |
| Housing Centers | 146,989 |
| Aquatics | 3,343,398 |
| Miscellaneous Facilities and Activities (does not include Golden Gate Park and Zoo) | 458,155 |
| | 8,786,676 |

donated a $10,000 mobile playground which is used in high-density neighborhoods lacking sufficient recreation units such as the Western Addition, Mission and South of Market areas.

## N - REDEVELOPMENT AGENCY

The Redevelopment Agency is a special governmental corporation operated under the authority of the California Community Redevelopment Act. The Agency was established in 1948 by an act of the Board of Supervisors. The Redevelopment Agency consists of 5 commissioners appointed by the Mayor for 6 year terms. The appointments are subject to confirmation by the Board of Supervisors. The commissioners appoint an Executive Director and all employees are hired by the Redevelopment Agency.

### GENERAL BACKGROUND

The function of the Redevelopment Agency is to purchase blighted or slum areas from property owners and thereafter clear the lands and construct housing and commercial facilities. The Agency has the power of eminent domain. Private builders may buy or lease the lands and construct facilities in accordance with established standards. Redevelopment projects must be approved by the Housing Authority and the City Planning Commission, and all projects must be in conformity with the City's Master Plan.

Once a project has been approved by the agencies mentioned above and an offer of federal assistance has been accepted, financing may be accomplished as outlined below in an excerpt from an official Agency statement:

> "(a) The Federal Government provides financial aid in the form of an outright Capital Grant for the project up to two-thirds of Net Project Cost, such Net Cost being essentially Gross Project Cost less proceeds from land disposition.
>
> (b) The Federal Government also makes a Relocation Grant in an amount equal to 100% of the relocation payments made by the Agency to persons and businesses displaced by project redevelopment.
>
> (c) The local redevelopment agency is required to provide one-third of Net Project Cost in the form of local cash or non-cash Grants-in-Aid to the project, or pooling credits from other projects. Non-cash Grants may include donations of land, or work at cost or value, or the provision of parks, playgrounds, public buildings and other public facilities (at their cost) which benefit and support the project. The amount of the cash Grants-in-Aid may be obtained by the sale of tax allocation bonds.

(d) The Federal Government, in addition to the sharing of Net Project Cost, provides further financial assistance by making available a loan to the agency in an amount equal to the cash required for the Project Expenditures Budget and relocation payments less indicated local cash Grants-in-Aid.

The Federal Government loan is repaid by applying against it proceeds from land disposition together with the full amount of both the Capital Grant and the Relocation Grant."

The Redevelopment Agency has undertaken eight projects to date. Exhibit II-20 shows the names and locations of these projects. The financing and land area of these projects is shown in chart form below. This chart, taken from an official Agency statement in 1968, excludes the Chinese Cultural and Trade Center which is a $14 million dollar project.

SAN FRANCISCO REDEVELOPMENT AGENCY PROJECTS

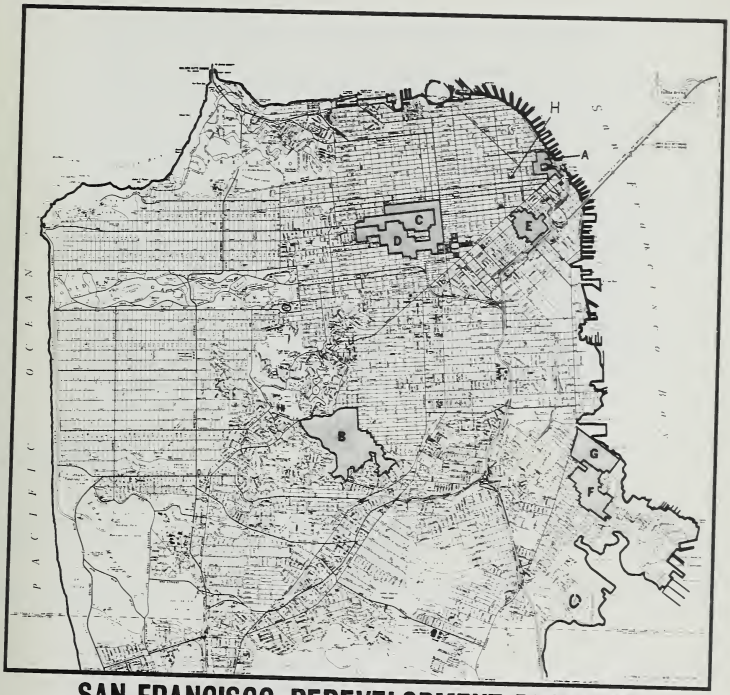
(in thousands of dollars)

| Project | Gross Project Cost | Net Project Cost | Federal Loan Limit | City Grants-in-Aid | Estimated Value at Completion | Area in Acres |
|---|---|---|---|---|---|---|
| Western Addition A-1... | $ 28,302 | $ 18,096 | $ 19,116 | $ 9,482 | $ 56,000 | 108 |
| Diamond Heights..... | 18,194 | 6,343 | 10,312 | 7,885 | 60,000 | 325 |
| Western Addition A-2... | 79,161 | 47,180 | 74,860 | 10,134 | 160,000 | 276 |
| Yerba Buena Center.... | 73,756 | 55,157 | 49,755 | 25,322 | 220,000 | 87 |
| Hunters Point *..... | 33,892 | 30,855 | 27,083 | 7,146 | 42,000 | 134 |
| Butchertown *..... | 38,132 | 31,587 | 36,922 | 2,651 | 60,000 | 126 |
| Golden Gateway..... | 33,122 | 12,616 | 26,597 | 7,095 | 217,000 | 51 |
| Total..... | $304,559 | $201,834 | $244,645 | $69,715 | $815,000 | 1,107 |

* Agency estimates not yet approved by the Department of Housing and Urban Development.

The Redevelopment Agency summarizes these projects as follows:

"The Golden Gateway project provides approximately 2300 dwelling units, and 75,000 square feet for neighborhood shopping facilities. The commercial area of approximately 9 acres will provide offices, shops, hotels, restaurants and personal service businesses. Twenty-six acres will be devoted to the public garage, streets and parks.




# SAN FRANCISCO REDEVELOPMENT PROGRAM

A - Golden Gateway
B - Diamond Heights
C - Western Addition, Area 1
D - Western Addition, Area 2
E - Yerba Buena Center
F - Hunters Point
G - Butchertown
H - Chinese Cultural and Trade Center

SAN FRANCISCO REDEVELOPMENT AGENCY

SCALE

August 1968

The Diamond Heights Project was the City's first approved project in 1955 followed by Western Addition A-1 in 1956. These are primarily residential projects although both contain convenience shopping facilities and the latter is the site of the Japanese Cultural and Trade Center with its Miyako Hotel and Kintetsu Shops and the new St. Mary's Cathedral, relocated here following its loss by fire. Western Addition A-2 is also essentially residential but will include substantial commercial development in the Nihonmachi or Japanese Town area and in the proposed Fillmore Center. Yerba Buena Center will comprise office, commercial and industrial use with location of theatres, a convention center and sports arena also planned here. Hunters Point will have emphasis placed on low-to-moderately priced housing while Butchertown, so-named because of the slaughter-house activity formerly conducted here, will offer industrial plant locations. Landscaped parks, plazas and playgrounds are an important part of the Agency's requirements for each of these projects. The Chinese Cultural and Trade Center contains a 572-room hotel and a 460-car garage in addition to 20,000 square feet for the Chinese Cultural Foundation."

## PROGRAMS WITH A SPECIAL ORIENTATION

The projects of the Redevelopment Agency by their nature are intended to improve blighted areas of the City and to provide more adequate housing and economic development in the project areas.

The Redevelopment Agency lists the following social goals which its projects are designed to achieve:

- Private housing for low-income residents
- Job orientation and training
- Minority job opportunities
- Employment policies oriented to the neighborhoods served
- Involving neighborhood residents in the decision making process

## CITIZEN PARTICIPATION

The Redevelopment Agency has officially recognized two Project Area Committees which serve as citizens advisory groups to the Agency. These groups are the Western Addition Project Area Committee and the Joint Housing Committee located in the Western Addition and Hunters Point respectively. The function of these committees is to advise, communicate with and make recommendations to the Redevelopment Agency concerning all aspects of the projects conducted in their area. The 51-member Western Addition Committee is elected annually by the residents and organizations in the area. The Joint

Housing Committee's 11-member Executive Committee is annually elected by its 600 to 800 members.

These two committees together are budgeted for approximately $250,000 per year. Two-thirds of these funds are derived from federal sources and one-third is from local sources. Each project area committee employs a small staff, but these staffs rely on the Redevelopment Agency for expertise.

# III - RECOMMENDATIONS

## III - RECOMMENDATIONS

This chapter presents the consultant's recommendations concerning how the governmental agencies discussed in Chapter II should relate to the district councils.

### CRITERIA OF EVALUATION

The judgment of how governmental agencies should relate to district councils, although partly subjective, should also be based on objective data. Relevant data would include the types and locations of activities performed by an agency and their relevance to the purpose of district councils, the agency's willingness to participate on the councils, and ability to participate on the councils. Given that there are only nine seats on each district council for representatives of public officials, some agencies will necessarily not be able to serve on each district council. Therefore, it is necessary, using this same criterion to measure the agencies against one another to determine which agencies should participate on each district council. In addition, consideration must be given to the subjective judgment of the overall benefit the district councils would gain by each Agency's participation.

### PARTICIPATION ON EACH DISTRICT COUNCIL

Judged by the foregoing criteria, it is recommended that some agencies participate on each district council. The activities of these agencies are relevant and widespread, and the agencies are willing and able to participate. Hence, their participation should notably further the purpose of each district council. The agencies which are recommended for participation on each district council are:

- The Board of Education
- The City Planning Department
- The Department of Public Health
- The Fire Department
- The Police Department
- The Recreation and Park Department
- The Social Services Department

### PARTICIPATION ON SELECTED DISTRICT COUNCILS

Some agencies focus their activities in certain geographic areas rather than all areas of the City. Therefore, it is recommended that the participation of these agencies be limited to those district councils located in the areas of most vital concern to the agencies concerned. Other agencies, although active throughout

the City and able to make a significant contribution to district councils, would not be as vital to each district council as those agencies listed in the previous section.

It is recommended that the following agencies be invited to participate on selected district councils:

- The Art Commission
- The Housing Authority
- The Human Rights Commission
- The Redevelopment Agency

AD HOC
PARTICIPATION

The remainder of the city agencies analyzed can all make a significant contribution to district councils, but it is felt that this contribution need not be continuous in nature. Thus, it is recommended that these agencies - the Civil Service Commission, the Library Department, and the Public Utilities Commission - as well as other agencies not included in the scope of the report, be requested to participate on the district councils on an ad hoc basis. When district councils are considering issues or matters with which these agencies are concerned, it is recommended that the district councils call on these agencies for the expertise and experience they can contribute.